

# Analysis of the Influence of Leadership Style and Organizational Culture on Employee Performance In Mediation By Employee Job Satisfaction Xy Hospitalbanda Aceh

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## Abstract

**Background:** Leadership style is a pattern of behavior of a person to influence his subordinates to want to work together to achieve certain goals. This study aims to analyze the influence of leadership style and organizational culture on employee performance mediated by job satisfaction of employees at XY Hospital Banda Aceh

**Materials and Methods:** This research is a survey research with a quantitative approach, using Smart PLS. The sample in this study amounted to 98 respondents.

**Result:** The results of this study indicate that leadership style has a positive effect ( $0.001 < 0.05$ ) or  $H_a$  is accepted on employee performance and leadership style has a significant influence ( $0.000 < 0.05$ ) or  $H_a$  is accepted on job satisfaction at XY Hospital Banda Aceh employees. Organizational culture has no effect ( $0.493 > 0.05$ ) or  $H_a$  is rejected on employee performance and organizational culture has a very significant influence ( $0.000 < 0.05$ ) or  $H_a$  accepted on job satisfaction at XY Hospital Banda Aceh employees. Job satisfaction has no effect ( $0.231 > 0.05$ ) or  $H_a$  accepted on the performance at XY Hospital Banda Aceh employees.

**Conclusion:** Based on the results of this study, the authors suggest to the Director and Management at XY Hospital Banda Aceh to optimize themselves in coordinating employees and supporting all forms of activities suggested by employees and leaders to be involved in XY Hospital internal organizational activities.

**Keywords:** Leadership style, organizational culture, job satisfaction, and employee performance.

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## I. Introduction

Human resources are the most important assets of the company because of their role as the subject of implementing policies and operational activities of the company. In order for the company to continue to exist, it must be brave to face challenges and their implications, namely to face change and win the competition. Resources owned by companies such as capital, methods and machines cannot provide optimum results if they are not supported by human resources who have optimum performance (Marbawi, 2018).

Mangkunegara (2014) said: "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Harlie (2010), performance is a work achieved by a person in carrying out the tasks assigned to him. Handoko (2012) states that performance is the result of a person's efforts found by the ability of his personal characteristics and perceptions of his role in the job.

According to Zameer., et al (2014) organizational culture makes a company to succeed and become more stable, more advanced, more anticipatory to environmental changes. Meanwhile, according to Winardi., et al (2012) stated that organizational culture is the perception held by members of other organizations. A rule or obligation that must be fulfilled by employees if it has been converted into a culture, it will make it easier for management to manage existing employees with minimum warning actions for employees.

Based on the report and monitoring results of the Head of HR Division at XY Hospital Banda Aceh that the leadership model that has been implemented is democratic where every problem or case in the organization will be resolved carefully by holding a meeting at the end of every month, in the meeting also discussed regarding performance evaluation and gaps in service.

XY Hospital Banda Aceh already has an organizational structure and each section head has standard operating procedures in carrying out their duties. Acknowledgments from several staff interviewed that they work according to the existing rules and a shift system based on their respective fields of work such as doctors, nurses, HR department, security and hygiene units. However, some questions from researchers were reluctant to

be answered by nurses such as financial conditions and work comfort. Therefore, researchers assume that financial and comfortable performance at XY Hospital is a question mark, such as benefits, rewards and career paths obtained.

Based on the above background, it can be formulated that the main problems in this study are the lack of effective leadership systems, organizational roles, rewards, and high demands and workloads but the welfare and comfort of workers are still in question, therefore researchers are interested in analyzing the influence of leadership models and organizational culture. on employee performance is mediated by job satisfaction of employees at XY Hospital Banda Aceh.

## II. Materials and Methods

This study involved all employees at XY Hospital according to the number of respondents that had been determined previously, namely 98 samples. The research was conducted on March 1-18, 2022.

**Study Design** . This type of research is survey research with a quantitative approach. This research is focused on analyzing the influence of leadership model (  $X_1$  ), and organizational culture (  $X_2$  ) mediated by employee job satisfaction (Z) on employee performance (Y) at XY Hospital Banda Aceh.

Data collection uses a questionnaire that has been prepared by researchers and has tested its validity and reliability. The questionnaire consists of two parts, namely: part A includes demographic data of respondents such as gender, age, last education, years of service, income, employment status, and position, while in part B is a statement item consisting of 3 variables: leadership style consists of 12 statement items, organizational culture consists of 9 statement items, job satisfaction consists of 13 statements, and employee performance consists of 7 statements.

The data collection process begins with taking a research recommendation letter from the Faculty of Economics and then addressed to the head of human resources at XY Hospital Banda Aceh. After obtaining permission from the XY Hospital Banda Aceh, the researchers distributed questionnaires to 98 employees at XY Hospital Banda Aceh randomly.

Data processing includes the following stages; editing to complete data that is lacking or incorrectly filled in by the respondent, coding, namely the researcher provides a code or label on each questionnaire that has been filled out. Entries are researchers who enter the process of inputting into the computer and the SMART PLS application. And cleaning, namely the researcher re-examines the truth and suitability of the data that has been inputted

The data were analyzed using SMART PLT and the analytical model developed such as the Auter model includes convergent validity, discriminant validity. Then the data is tested through validity and reliability testing. Then test the structure model or inner model to see the value of R-Square, F-Square, and estimate for path coefficients.

## III. Result

### Univariate Analysis

#### Characteristics of Respondents

This research was conducted on 98 respondents, collecting data from research analysis of the influence of leadership style and organizational culture on performance mediated by employee job satisfaction. This is done by distributing questionnaires directly and google forms to obtain primary data and information relevant to the problem. This report will present data on the profile of respondents consisting of gender, age, education, income, and length of work

**Table 3.1**  
Characteristics of Nurses in the Inpatient Room of the Meuraxa  
District General Hospital in Banda Aceh (n=68)

No	Characteristics	Frequency	Percentage
1	Gender		
	Man	42	42.9
	Woman	56	57.1
2	age		
	18-28 Years	10	10.2
	29-39 Years	63	64.3
	40-49	25	25.5
3	Education		
	SENIOR HIGH SCHOOL	9	9.2
	Diploma	41	41.8
	Bachelor	48	49.0
4	Income Level		
	<1.8000.00	33	33.7

	>1.8000.00	45	45.9
	4,000,000-5,000,000	14	14.3
	>5.000.000	6	6.1
5	Working Time		
	> 5 years	40	40.8
	< 5 years	58	59.2

Source: primary data, March 2022

Based on the demographic table of respondents above, it is known that the number of male respondents is less than female respondents. Male respondents were 42.9% while female respondents were 57.1%. Age showed most of the respondents aged less than 29-39 years as many as 63 people (64.3%), 40-49 years as many as 25 people (25.5%), and aged 18-28 years as many as 10 people (10.2%). The last education level is that respondents are dominated by 48 graduates (S1) (49.0%), while 41 graduates from Diploma (41.8%).

Based on income level, there are 33 respondents with income < 1,800,000 (33.7%), respondents with income > 1,800,000 as many as 45 people (45.9%), respondents with income 4,000,000-5,000,000 as many as 14 people (14.3%), and respondents with income > 5,000,000 as many as 6 people (6.1%). The period of service was 40 respondents who worked <5 years (40.8%), and 58 people (59.2%) who worked >5 years.

### Results of Exogenous Variable Analysis

The exogenous variables in this study are leadership style and organizational culture. The results of descriptive analysis of exogenous variables are shown in the table below:

**Table 3.2**  
Leadership Style (n=98)

Code	Items	mean	Criteria
X1	The leader where I work coordinates work activities and makes a schedule for work assignments for one year	3.9	Tall
X2	The leader where I work involves the participation of subordinates in every activity	3.9	Tall
X3	The leader where I work receives and pays attention to input and information from subordinates to arrange work assignments	3.9	Tall
X4	If a problem arises, the leader where I work is willing to help and provide a way out and make an organizational decision	3.9	Tall
X5	The leader where I work raises awareness about the importance of complying with applicable regulations	4	Very high
X6	All decisions are in the hands of the leader	4	Very high
X7	The leader where I work pays attention to conflicts that occur in employees	3.9	Tall
X8	The leader where I work always provides a solution if his subordinates ask about work-related problems	3.9	Tall
X9	The leader where I work has the ability in good supervision of his subordinates	3.7	Tall
X10	The leader where I work appreciates and praises subordinates who have good performance	3.8	Tall
X11	The leader where I work encourages his subordinates to complete tasks on time	3.9	Tall
X12	The leader where I work always tries to encourage his subordinates to improve their abilities	3.8	Tall

Source: primary data, March 2022

The descriptive analysis above shows that the average respondent's assessment of the compensation variable is included in the high criteria with a value of 3.9. The highest rating is found in the statement items with codes X5 and X6 of 4, namely "All decisions are in the hands of the leader" and "The leader where I work raises awareness about the importance of complying with applicable regulations". While the lowest assessment is found in the statement item with code X7 of 3.7, namely "The leader where I work has the ability to have good supervision of his subordinates". Based on these results, it can be stated that leadership style has a significant influence on employee performance.

**Table 3.3**  
Organizational Culture (n=98)

Code	Items	mean	Criteria
X1	Every time I work, I prioritize public services rather than personal/group interests	3.9	Tall
X2	I motivate other employees to work even harder to improve performance	3.9	Tall
X3	If a problem arises at work, we always solve it together	4.1	Very high
X4	I am able to provide creative ideas for the progress of XY Hospital	3.9	Tall
X5	Services provided in accordance with established procedures	3.9	Tall
X6	I obey the rules in the company	4	Very high
X7	Every time the job is finished we evaluate the problems in XY Hospita	4	Very high

X8	I provide input in the work environment to advance XY Hospital	3.9	Tall
X9	I'm happy with teamwork	4	Very high

Source: primary data, March 2022

The descriptive analysis above shows that the average respondent's assessment of the organizational culture variable is included in the very high criteria with a value of 4.1. The highest rating is found in the statement item with code X3 of 4.1, namely "If a problem arises in the workplace, it is always resolved together". While the lowest assessment is found in statement items with codes X1, X2, X4, X5, and X8 of 3.9. Based on these results, it can be stated that organizational culture has a positive impact on the employee performance environment.

**Table 3.3**  
Job Satisfaction (n=98)

Code	Items	mean	Criteria
Z1	I feel paid enough for the work I do	3.8	Tall
Z2	I feel that there are very few opportunities to be promoted	3.8	Tall
Z3	I feel that my boss is quite competent in doing his job	4	Very high
Z4	I feel like the people I work with	3.9	Tall
Z5	I am satisfied with the rules that are implemented	3.9	Tall
Z6	My co-workers are very nice	4	Very high
Z7	I am satisfied with the work I have done	4	Very high
Z8	Communication where I work is very satisfying	3.9	Tall
Z9	I enjoy working with other colleagues	4	Very high
Z10	I feel proud in doing my job	4	Very high
Z11	I feel comfortable with my boss	4	Very high
Z12	I am satisfied with the promotion opportunities	3.8	Tall
Z13	I feel my job is fun	3.9	Tall

Source: primary data, March 2022

The descriptive analysis above shows that the average respondent's assessment of the work motivation variable is included in the very high criteria with a value of 4. The highest assessment is found in statement items with codes Z3, Z6, Z7, Z9, Z10, and Z11 of 4. While The lowest rating is found in statement items with codes Z1, Z2, Z12 of 3.8. Based on these results, it can be stated that job satisfaction has a high influence on employee performance, so that employees are satisfied with their work.

**Table 3.4**  
Employee Performance (n=98)

Code	Items	mean	Criteria
Y1	The quantity of work I have exceeds the average of other employees	3.9	Tall
Y2	I am able to work effectively and efficiently	4.1	Very high
Y3	I am able to complete the given task	4	Very high
Y4	I'm trying to work harder than I should	3.9	Tall
Y5	I was able to achieve the target set by XY Hospital	3.9	Tall
Y6	I carry out my duties as required by XY Hospital	4	Very high
Y7	I always do my job on time	3.9	Tall

Source: primary data, March 2022

Based on the results of the descriptive analysis in table 4.9, it shows that the average respondent's assessment of the performance variable is included in the very high criteria with a value of 4.1. The highest rating is found in the statement item with a Y2 code of 4.1, namely "I am able to work effectively and efficiently". While the lowest assessment is found in statement items with codes Y1, Y4, Y5, and Y7 of 3.9. Based on these results, it can be stated that performance has a very high influence on employees, so that employees have good performance with their work.

**Evaluation of the Measurement Model (Outer Model)**

Convergent Validity

**Table 3.5**  
Convergent Validity  
(n=98)

	AVE	Composite Reliability	Cronbachs Alpha
X1	0.525	0.917	0.936
X2	0.667	0.947	0.939
Z	0.506	0.919	0.942
Y	0.671	0.934	0.921

Source: primary data, March 2022

The validity and reliability criteria can also be seen from the reliability value of a variable and the Average Variance Extracted (AVE) value of each variable. A variable is said to have high reliability if the composite reliability value is above 0.7 and the AVE is above 0.5. Based on table 3.5, it is stated that all variables meet composite reliability because the value is above the recommended number, which is above 0.7 which already meets the reliable criteria.

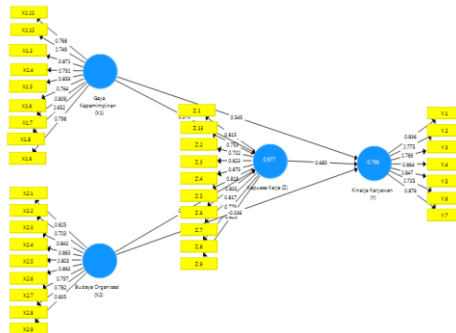


Figure 3.1 Outer Model Test Results after re-estimation

**Table 3.6**  
Loading Factor Value of All Constructs (n=98)

Construct	Item Code	Loading Factor
Leadership Style	X1.3	0.871
	X1.4	0.791
	X1.5	0.859
	X1.6	0.764
	X1.7	0.809
	X1.8	0.852
	X1.9	0.798
	X1.11	0.768
Organizational culture	X2.1	0.825
	X2.2	0.703
	X2.3	0.842
	X2.4	0.883
	X2.5	0.803
	X2.6	0.863
	X2.7	0.797
	X2.8	0.782
Employee Job Satisfaction	Z1	0.815
	Z2	0.702
	Z3	0.823
	Z4	0.875
	Z5	0.818
	Z6	0.833
	Z7	0.817
	Z8	0.778
Employee performance	Z9	0.825
	Z13	0.753
	Y1	0.836
	Y2	0.775
	Y3	0.789
	Y4	0.864
	Y5	0.847
Y6	0.735	
Y7	0.876	

Source: primary data, March 2022

Based on the results of the re-estimation of loading factors in table 3.6, the item values generated by the constructs of leadership style, organizational culture, job satisfaction and employee performance have met the standard value of convergent validity because all factors are worth more than 0.7. Thus, it can be concluded that all constructs are valid.

**Discriminant Validity**

It is a cross loading factor value that is useful for determining whether a construct has an adequate discriminant, namely by comparing the loading value on the intended construct which must be greater than the other values. By default the value for each construct must be greater than 0.7. based on Table 3.7 the value of cross loading on each construct has a value of more than 0.6. this shows that the manifest variable in this study has correctly explained the latent variable and proved that all of the items were valid.

**Table 3.7**  
Cross Loading Value (n=98)

Item Code	X1	X2	Z	Y
X1.3	0.871	0.883	0.875	0.734
X1.4	0.791	0.803	0.818	0.683
X1.5	0.859	0.863	0.833	0.782
X1.6	0.764	0.797	0.817	0.651
X1.7	0.809	0.782	0.778	0.745
X1.8	0.852	0.835	0.825	0.765
X1.9	0.798	0.777	0.815	0.712
X1.11	0.768	0.688	0.669	0.678
X1.12	0.749	0.661	0.646	0.683
X2.1	0.806	0.825	0.788	0.760
X2.2	0.639	0.703	0.667	0.648
X2.3	0.775	0.842	0.834	0.637
X2.4	0.871	0.883	0.875	0.734
X2.5	0.791	0.803	0.818	0.683
X2.6	0.859	0.863	0.833	0.782
X2.7	0.764	0.797	0.817	0.651
X2.8	0.809	0.782	0.778	0.745
X2.9	0.852	0.835	0.825	0.765
Y1	0.726	0.694	0.728	0.836
Y2	0.637	0.680	0.690	0.775
Y3	0.766	0.737	0.756	0.789
Y4	0.744	0.708	0.713	0.864
Y5	0.776	0.768	0.779	0.847
Y6	0.619	0.659	0.649	0.735
Y7	0.785	0.752	0.753	0.876
Z1	0.798	0.777	0.815	0.712
Z2	0.613	0.668	0.702	0.620
Z3	0.759	0.797	0.823	0.660
Z4	0.871	0.883	0.875	0.734
Z5	0.791	0.803	0.818	0.683
Z6	0.859	0.863	0.833	0.782
Z7	0.764	0.797	0.817	0.651
Z8	0.809	0.782	0.778	0.745
Z9	0.852	0.835	0.825	0.765
Z13	0.715	0.715	0.753	0.763

Source: primary data, March 2022

**Composite Reliability**

In table 3.8 below, it can be seen that all variable values in reliability testing using both Cronbach's Alpha and composite reliability have values above 0.7, and validity testing using AVE with a value of more than 0.5. Therefore, it can be concluded that the variables tested are valid and reliable, so that structural model testing can be carried out.

**Table 3.8**  
Constructs of Reliability and Validity (n=98)

Variable	Cronbach's Alpha	Composite Reliability	AVE
Leadership Style (X1)	0.933	0.944	0.653
Organizational Culture (X2)	0.937	0.947	0.667
Job Satisfaction (Z)	0.939	0.948	0.649
Employee Performance (Y)	0.918	0.934	0.671

Source: primary data, March 2022

**Evaluation of the Stricture Model (Inner Model)**

The evaluation of the structural model aims to predict the relationship between latent variables based on the substantive theory of the structural model evaluated using R-square for the dependent construct.

**R-Square (R2)**

R-Square is used to measure the predictive power of the structural model. R-Squares explain the effect of certain exogenous latent variables on endogenous latent variables whether they have a substantive effect. R-squares values of 0.67, 0.33 and 0.19 indicate a strong, moderate and weak model (Ghozali and Latan, 2015). The following table 3.9

**Table 3.9**  
R-Square (n=98)

Items	R-Square	R-Square Adjusted
Job Satisfaction (Z)	0.977	0.976
Employee Performance (Y)	0.796	0.790

Source: primary data, March 2022

From the results of the R-Squares in Table 3.9, it shows that the R-Squares values are 0.977 and 0.796. This value indicates that the variables of leadership style, organizational culture and job satisfaction as mediating variables affect the employee performance variable by 97.7%. And the rest is influenced by other variables outside the variables in this study.

**Hypothesis Test Results**

To find out whether a hypothesis is accepted or rejected, it can be done by taking into account the significance value between constructs, t-statistics and p-value. In this way, the estimation of measurement measurements and standard errors are no longer calculated with statistical assumptions, but are based on empirical observations. In the bootstrap resampling method in this study, the hypothesis is accepted if the significance value of the t-value is greater than 1.96 and or the p-value is less than 0.05, then Ha is accepted and Ho is rejected and vice versa.

**Table 3.10**  
R-Square (n=98)

Construct	Original Samples (0)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P-Values
X1 →Y	0.730	0.747	0.223	3.277	0.001
X1 →Z	0.270	0.276	0.075	3.607	0.000
X2 →Y	0.159	0.144	0.232	0.686	0.493
X2 →Z	0.722	0.717	0.075	9.651	0.000
Z →Y	0.685	0.714	0.571	1.200	0.231

Source: primary data, March 2022

The leadership style construct has a t-statistic value of 3.277 = >1.96, and a p-value of 0.001 = <0.05. Therefore, the first hypothesis which states that there is an influence of leadership style on employee performance is proven.

The leadership style construct has a t-statistic value of 3.607 = >1.96, and a p-value of 0.000 = <0.05. Therefore, the second hypothesis which states that there is an influence of leadership style on job satisfaction is proven.

The organizational culture construct has a t-statistic value of 0.686 = <1.96, and a p-value of 0.493 = >0.05. Therefore, the third hypothesis which states that there is an influence of organizational culture on employee performance is not proven.

The organizational culture construct has a t-statistic value of 9.651 = >1.96, and a p-value of 0.000 = <0.05. Therefore, the fourth hypothesis which states that there is a very significant influence between organizational culture on employee job satisfaction is proven.

The construct of employee job satisfaction has a t-statistic value of 1.200 = <1.96, and a p-value of 0.231 = >0.05. Therefore, the fourth hypothesis which states that there is an effect of employee job satisfaction on employee performance is not proven.

**Mediation Effect Test**

The first stage

**Table 3.11**  
First Stage Path Coefficient (n=98)

Construct	Original Samples (0)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P-Values
X1 →Y	0.545	0.535	0.300	1.816	0.070
X2 →Y	-0.336	-0.353	0.412	0.814	0.416

Source: primary data, March 2022

From Table 3.11 it can be seen that leadership style has no effect on employee performance with a t-statistic value of 1.816 = <1.96 and organizational culture has no effect on employee performance with a t-statistic value of 0.814 = <1.96. Based on the results of the analysis above, it shows that there is no good mediating role.

Second Stage

**Table 3.12**  
Second Stage Path Coefficient (n=98)

Construct	Original Samples (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P-Values
X1 →Z	0.270	0.276	0.075	3,607	0.000
X2 →Z	0.722	0.717	0.075	9,651	0.000

Source: primary data, March 2022

From Table 3.12 it can be seen that leadership style has a significant effect on employee job satisfaction with a t-statistic value of 3.601 = >1.96 and organizational culture has a significant influence on employee job satisfaction with a t-statistic value of 9.651 = >1.96. So, the second condition for testing mediation is fulfilled, and it can be continued in the third stage.

Third phase

**Table 3.13**  
Third Stage Path Coefficient (n=98)

Construct	Original Samples (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P-Values
Z →Y	0.685	0.714	0.571	1,200	0.231

Source: primary data, March 2022

Table 3.13 shows that the t-statistic value of satisfaction on employee performance is significant with a value of 1,200 = <1.96. These results indicate that the papacy mediates the influence of leadership style and organizational culture on employee performance is not proven.

To find out how far the job satisfaction variable mediates the relationship between leadership style and organizational culture on employee performance, it can be seen in table 3.14.

**Table 3.14**  
Third Stage Path Coefficient (n=98)

Construct	Original Samples (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P-Values
X1 →Z →Y	0.185	0.212	0.182	1.015	0.311
X2 →Z →Y	0.495	0.497	0.404	1,224	0.221

From table 3.14 it can be seen that the relationship of leadership style to employee performance mediated by job satisfaction has not obtained a significant value with a t-statistic value of 1.015 = <1.96, this means that job satisfaction has not been able to act as a partial control. And the relationship of organizational culture to employee performance mediated by job satisfaction also does not have a significant value with a t-statistic value of 1.224 = <1.96, this means that job satisfaction has not been able to act as a partial control.

#### IV. Discussion

##### **The influence of leadership style on the performance of XY Hospital Banda Aceh employees**

The exogenous construct of leadership style has a positive and significant effect (O= 0.730) with employee performance. The t-statistic value in this relationship is 3.277 = >1.96, and the p-value is 0.001 = <0.05. Therefore, the first hypothesis which states that leadership style has an influence on employee performance is proven or Ha is accepted.

Based on the results of the descriptive analysis in table 4.6, it shows that the average respondent's assessment of the compensation variable is included in the high criteria with a value of 3.9. The highest rating is found in the statement items with codes X5 and X6 of 4, namely "All decisions are in the hands of the leader" and "the leader where I work raises awareness about the importance of complying with applicable regulations". While the lowest assessment is found in the statement item with code X7 of 3.7, namely "The leader where I work has the ability to have good supervision of his subordinates".



Based on the author's observations at XY Hospital Banda Aceh, it can be seen that the skills and intelligence of leaders can be seen from the cohesiveness and compliance of employees in carrying out existing rules, based on the information of several room nurses that they are very satisfied with the current leadership system, that in the process of solving problems they are carried out carefully and given direction. . And they really respect the current leader.

The results of this study are also evidenced by the demographic data of respondents, namely from 100 respondents studied there are 49.0% of employees with undergraduate education, a person's level of education can reflect good behavior and more mature in attitude, can respect people's opinions and can solve problems. According to Amanda (2019), participatory behavior as a control medium for problem solving and decision making between leaders and subordinates is balanced, leaders and subordinates are also equally involved in problem solving and decision making, two-way communication is increasing, the leader listens intensively to the complaints of his subordinates. . joint participation in solving and decision making is increasing.

While the results of Andayani and Tirtayasa's research (2019) prove that the leadership variable has an effect and is significant on the employee performance variable at the Public Works Department. Furthermore, Lina (2014) states that in reality leaders can affect morale and job satisfaction, job loyalty, security, quality of work life, especially the level of achievement of an organization.

Furthermore, the results of Sugiri's research (2015) show that organizational culture, leadership style, job satisfaction, and organizational commitment have a positive and significant effect on employee performance. Job satisfaction and organizational commitment have been shown to significantly mediate the influence of organizational culture and leadership style on employee performance. So it can be concluded that leadership is the ability to influence a group towards the achievement of goals.

#### **The influence of leadership style on employee job satisfaction at XY Hospital Banda Aceh**

The exogenous construct of leadership style has a significant effect ( $O= 0.270$ ) with job satisfaction. The t-statistic value in this relationship is  $3.607 = >1.96$ , and the p-value is  $0.000 = <0.05$ . Therefore, the second hypothesis which states that leadership style has a positive effect on job satisfaction is proven or  $H_a$  is accepted.

Based on the results of descriptive analysis shows that the average respondent's assessment of the compensation variable is included in the high criteria with a value of 3.9. The highest rating is found in the statement items with codes X5 and X6 of 4, namely "All decisions are in the hands of the leader" and "the leader where I work raises awareness about the importance of complying with applicable regulations". While the lowest assessment is found in the statement item with code X7 of 3.7, namely "The leader where I work has the ability to have good supervision of his subordinates".

The results of this study are also evidenced by the demographic data of the respondents, namely 59.2% of employees have worked more than 5 years, the tenure also allows employees to be qualified in making decisions even in critical conditions, the tenure of employees allows employees to analyze their work environment and be able to provide input. which is more meaningful to the leadership in order to advance the organization of the hospital.

According to Purwanto (2012) leadership style can be interpreted as a way or technique of someone in carrying out a leadership. Leadership style can also be interpreted as a behavioral norm that a person uses when trying to influence the behavior of others as he sees it. In this case, the effort to harmonize perceptions between people who will influence behavior and those who will be influenced becomes very important.

according to the results of research by Raharjo and Nafisah (2006) satisfaction can be increased if the participatory style and achievement orientation continue to be improved. An employee's satisfaction can be due to a challenging job, interest in the job, not physically exhausting, the existence of awards, supportive working conditions and other factors that create employee job satisfaction. Meanwhile, according to Rumawas (2015) the directive style has a positive effect on job satisfaction. This implies that satisfaction can be increased if the directive style is maintained.

According to Suprpta, Sintaasih and Riana (2015) supportive style has a positive effect on job satisfaction. This implies that satisfaction can be increased if the supportive style continues to be improved. While Kusumawat (2008) caregiver style has a positive effect on job satisfaction. This implies that satisfaction can be increased if the caregiver style is continuously maintained and improved.

#### **The influence of organizational culture on the performance of XY Hospital Banda Aceh employees**

The exogenous construct of organizational culture has no effect on employee performance ( $O=0.159$ ). The t-statistic value in this construct relationship is  $0.686 = <1.96$ , and the p-value is  $0.493 = >0.05$ . Therefore, the third hypothesis which states that organizational culture affects employee performance is not proven or  $H_a$  is rejected.

Based on the results of descriptive analysis, it shows that the average respondent's assessment of the organizational culture variable is included in the very high criteria with a value of 4.1. The highest rating is

found in the statement item with code X3 of 4.1, namely "If a problem arises in the workplace, it is always resolved together". While the lowest assessment is found in statement items with codes X1, X2, X4, X5, and X8 of 3.9.

The results of this study do not show a significant relationship between organizational culture and employee performance and job satisfaction cannot strengthen or weaken the influence of organizational culture on employee performance at XY Hospital Banda Aceh, the results of this study are in line with the research proposed by Jufrizen and Rahmadhani (2020). shows that there is a significant influence of organizational culture variables on employee performance variables at PT PLN (Persero) North Sumatra Regional Main Unit. The work environment cannot moderate the relationship between organizational culture variables and employee performance. Therefore, the work environment is not a moderating variable in this study. This means that the work environment variable cannot strengthen or weaken the relationship between organizational culture and employee performance

According to Arianty's (2014) research results that there is a significant influence between organizational culture and employee performance at Haji Hospital Medan. Meanwhile, according to Wardani, Mukzam and Mayowan (2016), the results show that the principle of familiarity partially has a significant effect on employee performance with a sig.t value of 3.235. The results of the research partially show that the principle of integrity has a significant effect on employee performance with a sig.t value of 4.899. Based on the principle of integrity, the research results show a dominant influence on employee performance.

Further research by Muis, Jufrizen and Fahmi (2018) The results show that partially there is a positive and significant influence of organizational culture on performance, there is a positive and significant effect of organizational commitment on performance, and simultaneously there is a positive and significant influence of organizational culture and organizational commitment. on employee performance.

Khair (2018), Gultom (2014) in their research reveal that organizational culture has a positive and significant effect on employee performance.

#### **The influence of organizational culture on employee job satisfaction XY Hospital Banda Aceh**

The exogenous construct of organizational culture has a very significant effect on employee engagement ( $O= 0.722$ ). The t-statistic value in this construct relationship is  $9.651 = >1.96$ , and the p-value is  $0.000 = <0.05$ . Therefore, the fourth hypothesis which states that organizational culture has an influence on job satisfaction is proven or  $H_a$  is accepted.

Based on the results of descriptive analysis, it shows that the average respondent's assessment of the organizational culture variable is included in the very high criteria with a value of 4.1. The highest rating is found in the statement item with code X3 of 4.1, namely "If a problem arises in the workplace, it is always resolved together". While the lowest assessment is found in statement items with codes X1, X2, X4, X5, and X8 of 3.9.

Then on the job satisfaction variable, the average respondent's assessment is included in the very high criteria with a value of 4. The highest assessment is found in statement items with codes Z3, Z6, Z7, Z9, Z10, and Z11 of 4. While the lowest assessment is on the item statement with code Z1, Z2, Z12 is 3.8. This shows that the relationship between the two variables is very good and the job satisfaction variable plays a very important role in strengthening or weakening the relationship to employee performance.

Tumbelaka, Alhabsji and Nimran (2016) The results show that organizational culture has a significant effect on organizational commitment, organizational culture has a significant effect on job satisfaction, organizational culture has no significant effect on intention to leave, job satisfaction has a significant effect on organizational commitment, job satisfaction does not significant effect on intention to leave, organizational commitment has a significant effect on intention to leave.

While the research results of Herawan, Mukzam and Nurtjahjono (2015) show a positive and significant influence on organizational culture factors on employee job satisfaction at PT Bank Rakyat Indonesia (Persero), TBK Malang Kawi Branch Office. And Organizational Culture has a significant effect on employee job satisfaction, it can be concluded that Organizational Culture has an influence of 42% on employee job satisfaction at PT. BRI (Persero) Branch Office Malang Kawi.

The results of this study conclude that the stronger the organizational culture in the hospital, the more job satisfaction of employees will increase. Employees feel that the hospital always emphasizes being careful and paying attention to detail when doing work, because the hospital is engaged in services, most of the work processes in the company are directly related to humans who need accuracy, skills.

#### **The effect of job satisfaction on the performance of XY Hospital Banda Aceh employees**

The exogenous construct of job satisfaction has no effect on employee performance ( $O= 0.685$ ). The t-statistic value in this relationship is  $1.200 = <1.96$ , and the p-value is 0.231 less than 0.05. Therefore, the fifth

hypothesis which states that job satisfaction has an influence on employee performance is not proven or  $H_a$  is rejected.

Based on the results of descriptive analysis shows that the average respondent's assessment of the work motivation variable is included in the very high criteria with a value of 4. The highest assessment is found in statement items with codes Z3, Z6, Z7, Z9, Z10, and Z11 of 4. While the assessment the lowest is in statement items with codes Z1, Z2, Z12 of 3.8.

While the results of the employee performance variable that the average respondent's assessment of the performance variable is included in the very high criteria with a value of 4.1. The highest rating is found in the statement item with a Y2 code of 4.1, namely "I am able to work effectively and efficiently". While the lowest assessment is found in statement items with codes Y1, Y4, Y5, and Y7 of 3.9. The results of this study support the research conducted by Parwanto and Wahyudin (2011), which examines the influence of job satisfaction factors on employee performance. The study found that job satisfaction factors which include salary, leadership, attitudes of co-workers have a significant influence on employee performance. However, in this study, it was found that job satisfaction had no effect on employee performance.

Indrawati's research (2013) shows that job satisfaction has a positive significant effect on employee performance, employee performance also has a significant positive effect on customer satisfaction, and job satisfaction has a positive direct and indirect effect on employee performance on customer satisfaction.

The results of Changriawan's research (2017) show that the job satisfaction variable used has an effect on employee performance in one way production. The results of this study are in accordance with research conducted by Perera, Khatibi, and Navartana (2014) in Sri Lanka which showed a positive influence on the independent variable of job satisfaction on the dependent variable of employee performance. This can be caused by bonuses given by the company in addition to the basic salary, such as employee bonuses. This resulted in job satisfaction affect the performance of employees in the company.

Meanwhile, the results of Saputra, Bagia and Yulianthini's research (2016) show that there is a positive influence of job satisfaction and employee loyalty on employee performance, job satisfaction on employee performance, employee loyalty on employee performance, job satisfaction on employee loyalty at PT Sun Star Motor Branch Negara. The results of research on the effect of job satisfaction variables on employee performance, the results obtained that job satisfaction variables have a positive effect on employee performance at PT Sun Star Motor Branch Negara.

Further research in Ivancevich, et al. (2006: 91), states that if an employee's satisfaction increases then it will have a positive impact on performance. This theory is supported by previous research from Artadi (2015), which states that job satisfaction has a positive effect on employee performance

The results of this study indicate that the higher the job satisfaction of employees, the employees will show their best performance. If the hospital always implements the career and compensation system properly, there is a good relationship between co-workers, the attitude of the superior who always motivates, and a conducive physical work environment will make employees feel safe and comfortable working. The impact is, employees will work as well as possible and always try to provide the best service to customers, in this case patients. This shows that the employee's performance is high.

## **V. Conclusion**

Based on the results of data analysis that has been carried out on all the data obtained, the following conclusions can be drawn:

- 1) Leadership style has an influence on the performance at XY Hospital Banda Aceh employees with  $p = 0.001$  and t-statistics 3.277.
- 2) Leadership style has a significant effect on job satisfaction of employees at XY Hospital Banda Aceh with  $p = 0.000$  and t-statistics of 3.607.
- 3) Organizational culture has no effect on the performance at XY Hospital Banda Aceh employees with  $p = 0.493$  and t-statistics 0.686.
- 4) Organizational culture has a very significant effect on job satisfaction at XY Hospital Banda Aceh employees with  $p = 0.000$  and t-statistics 9.651.
- 5) Job satisfaction has no effect on the performance at XY Hospital Banda Aceh employees with  $p=0.231$  and t-statistics 1.200.

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