

THE INFLUENCE OF LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION OF BERIMAN BALIKPAPAN REGIONAL HOSPITAL**Rudi Raharjo¹ Syahrir A. Pasinringi², Stang³, Fridawaty Rivai⁴, Irwandy⁵, Nurmala Sari⁶**^{1,2,3,4,5,6} *Hospital Administration Study Program, Faculty of Public Health, Hasanuddin University*(Email: : drq.rudiraharjo@gmail.com)**Article Info****Article type:***Research***Keywords:***Leadership, Organizational Culture, Employee Performance, Work Motivation***ABSTRACT**

Background. Employee performance refers to the work results achieved by a person when completing the tasks given to achieve work goals . Objectives. This study aims to analyze the Influence of *Leadership* and *Organizational Culture* on employee performance through *Work Motivation* RSUD Beriman Balikpapan. Methods. The type of research conducted is quantitative research using observational studies with a *cross-sectional study design* . The sample in this study was 200 nurses . respondents . Results. There is a direct influence of *leadership* on employee performance , there is a direct influence of *leadership* on *work motivation* , there is direct influence *work motivation* on employee performance , there is a direct influence *organizational culture* on employee performance , there is a direct influence *organizational culture* on *work motivation* , there is a direct influence *leadership* towards *organizational culture* , there is indirect influence of *leadership* on employee performance through *work motivation* , there is an indirect influence of *Organizational Culture* on employee performance through *work motivation* . Suggestion. It is recommended for hospital management to identify the underlying causes and find ways to reduce irrelevant complaints, such as by improving the work environment or providing more effective communication channels. Training on conflict management and problem-solving can help employees focus more on solutions rather than making things worse. create an open culture where employees feel comfortable talking about their problems without fear of repercussions. evaluate employee workloads and provide rewards or incentives for those who work hard.

INTRODUCTION

The success of a hospital in providing quality and high-quality health services is influenced by its performance. human resources, namely employees. Performance according to Ilyas (2002), is the appearance of employee work results both in terms of quantity and quality. The definition of performance is supported by Mangkunegara (2004) that the performance or work achievements of an employee are distinguished by quality and quantity and are produced according to the responsibilities given to him.

Performance or in English is called *job performance* or *actual performance* or *level of performance*, namely the level of employee success in completing their work. Performance is not an individual characteristic, such as talent, or ability, but is a manifestation of ability in the form of real work results. In every profession or job there are a number of functions or indicators that can be used to measure work results. Every employee who works in an organization is required to have good performance in order to realize the goals of the organization (Koopmans et al., 2012).

Improving employee performance will bring progress to the organization to be able to survive in competition. Therefore, efforts to improve employee performance are the most serious management challenges, because success in achieving goals and the survival of the company depends on the human resources in it (Naderi & Jadidi, 2014). Superior employee performance is not only about meeting targets or deadlines, but also reflects dedication, creativity, and a willingness to grow. Innovative and proactive employees can provide fresh ideas and creative solutions to face dynamic business challenges (Colquitt, J., 2011).

To produce high performance, of course there must be the right leadership with the ability to lead in creating and implementing an appropriate organizational climate. In this case, the importance of the transformational leadership model for every company or organization. Transformational leadership is the ability to lead in the form of providing ideas and motivation to subordinates in order to achieve more optimal results than those planned purely and for internal rewards (Avolio & Jung, 2001).

Transformational leadership style means that one way a leader influences subordinates to be able to do something better or try more optimally in achieving organizational goals. Transformational leadership style can provide influence and meaning to employee performance, leaders must have the ability to delegate work to their subordinates using effective communication, so it is important to always discuss the obstacles faced in efforts to achieve performance targets, this discussion is carried out in the form of meetings or meetings between leaders and subordinates.

In addition to leadership factors that affect employee performance in an organization, there are also work motivation factors that affect employee performance, because motivation is one of the factors that encourages employees to provide better performance. "Motivation" comes from the Latin word *movere* which means to move or give spirit. In management, motivation is only aimed at human resources, especially subordinates. Organizational development, both government and private, is based on work motivation, namely the organization's desire to achieve goals and initiatives collectively, systematically and directed. Work motivation can be interpreted as encouragement and encouragement that encourages and changes people's behavior in a positive direction (Locke, 2002).

Work motivation is a force that drives someone to do something. One way that can be done to increase employee work motivation is to provide training to employees to be more motivated in doing their jobs so that they can achieve optimal results and provide bonuses for those who succeed in their work. Motivation is the desire to achieve predetermined goals, work hard to achieve success, have the desire to do or work on something better than before. Work motivation is very important for company productivity (Ryan, 2000).

The service performance of Beriman Hospital shows that this organization is in the growth phase. In this phase, the hospital's performance can still be improved by developing service products and expanding the market. Based on the results of preliminary interviews conducted by researchers, it is known that several problems that often arise include high absenteeism rates, complaints from patients regarding service quality, and low initiative and proactivity of employees in carrying out their duties. As is the case with waiting times at hospitals, it is something that is widely complained about by the public. This can be seen from the accumulation of patients in the waiting room during polyclinic service hours. Several complaints related to this since last year have become the focus of the entire hospital management to handle. The factors causing this condition are due to the long registration process, and the lack of awareness of officers regarding service times.

The initial data obtained shows that the number of complaints related to the attitude of officers is marked by the increasing number of complaints received, both through the hospital's official complaint media, and other media outside the official complaint channels that have been provided. The official complaint media is through

the Sipandumas WhatsApp media, directly to the Sipandumas room, and through the BPJS Kesehatan SIPP network. While unofficial media is through other social media such as Instagram, Facebook, or through media platforms such as *Google Review*.

Based on the data of the problem, the researcher wants to conduct a study entitled " The Influence of *Leadership and Organizational Culture* on Employee Performance Through *Work Motivation* RSUD Beriman Balikpapan".

Research methods

Location and research design

Research is quantitative research that uses analytical observational studies with a *cross-sectional study design*. This implemented in HOSPITAL Believers in Balikpapan in October 2024 – December 2024.

Population and sample

The population in this study was 415 employees divided into doctors, nurses, midwives, other health workers and non-health workers . Sampling was done using *stratified random sampling with proportional random sampling type*, because the number of employees in each type of workforce has a different number with The minimum sample size in this study was 200 respondents .

Data analysis

Analysis data on study This use statistics to answer the objectives of the research with univariate analysis consisting of descriptive analysis of respondent characteristics, descriptive analysis of research variables and *crosstabulation* analysis between respondent characteristics and research variables. Analysis bivariate use test *Chi-square* because the data scale on the variables in this study is nominal and the frequency of respondents or samples used is quite large (Sugiyono, 2007) . Multivariate analysis is path *analysis* . because there are exogenous independent variables and endogenous dependent variables with the AMOS application

Research Ethics

This study was conducted in accordance with the principles of research ethics. Prior to data collection, ethical approval was obtained from the Ethics Committee of the Faculty of Public Health, Hasanuddin University . All respondents were given informed consent and explained that participation was voluntary and anonymous. The data collected were used only for research purposes and kept confidential.

Results

1. Frequency Distribution of Common Characteristics of Respondents

The respondents of this study amounted to 137 respondents. These characteristics aim to assess several general characteristics of the sample including age, gender, education, marital status, length of service, work unit, working hours, career level. The general characteristics of the respondents can be seen in the following table:

Table 1 Respondents Based on Respondent Characteristics Balikpapan Faith Regional Hospital in 2024

Characteristics	Research Sample	
	n	%
Age		
20-24 Years	5	2.50
25-29 Years	46	23.00
30-34 Years	97	48.50
35-39 Years	29	14.50
40-44 Years	12	6.00
45-49 Years	11	5.50
50-54 Years	0	0.00
>60 Years	0	0.00

Characteristics	Research Sample	
	n	%
Amount	200	100.0
Gender		
Woman	164	82.00
Man	36	18.00
Amount	200	100.0
Length of work		
<1 Year	8	4.00
1-5 Years	94	47.00
6-10 Years	98	49.00
>11 Years	0	0.00
Amount	200	100.0
Last education		
D3	93	46.50
S1	59	29.50
S2	37	18.50
S3	11	5.50
Amount	200	100.0
Type of Power		
Medical specialist	20	10.00
General Practitioner & Dentist	15	7.50
Nurses & Midwives	77	38.50
Other Health Workers	41	20.50
Non Health	47	23.50
Amount	200	100.0
Employee Status		
ASN	79	39.50
Non ASN	121	60.50
Amount	200	100.0

Source: Primary Data

From table 1 above, it shows that in terms of gender, most respondents are female, namely 164 respondents (82%). In terms of age, most respondents are 30-34 years old, namely 97 respondents (48.5%). In terms of length of service, most respondents are 6-10 years old, namely 98 respondents (49%). In terms of last education, most respondents are D3, namely 93 respondents (46.5%). In terms of type of workforce, most respondents are nurses/midwives, namely 77 respondents (38.5%). In terms of employment status, most respondents are ASN, namely 79 respondents (39.5%).

2. Frequency Distribution of Research Variables

Table 2 Research Variables at Beriman Balikpapan Regional Hospital in 2024

Variables	Research Sample	
	n	%

Employee Performance		
Low	75	37.5
Tall	125	62.5
Amount	200	100.0
Work Motivation		
Low	58	29.0
Tall	142	71.0
Amount	200	100.0
Leadership		
Low	76	38.0
Tall	124	62.0
Amount	200	100.0
Organizational Culture		
Low	67	33.5
Tall	133	66.5
Amount	200	100.0

Source: Primary Data

Based on table 2 above, it is known that most respondents stated that they were in the high employee performance variable category, as many as 125 respondents or 62.5%. High work motivation variables were as many as 142 respondents or 71 %. *Leadership variables* which is high as many as 124 respondents or 62 %. The low *organizational culture variable* is as many as 66.5 respondents or 66.5 %.

4.2.2 Bivariate Analysis

1) Chi Square Leadership Analysis with Employee Performance

leadership relationships with employee performance shown in the following table

Table 3 Relationship between *Leadership* and *Employee Performance* at Beriman Balikpapan Regional Hospital in 2024

Leadership	Employee Performance				Total		P
	Tall		Low				
	n	%	N	%	N	%	
Tall	124	87.94%	29	49.15%	153	76.50%	0.000
Low	17	12.06%	30	50.85%	47	23.50%	
Total	141	70.50%	59	29.50%	200	100%	

Source: Primary Data, 2024

The table above shows that the statistical test results obtained a p value of 0.000, because the p value $< \alpha = 0.000 < 0.05$ then H_0 is rejected, this means that there is a statistically significant relationship between the *leadership variable* and employee performance. at the Beriman Regional Hospital in Balikpapan.

2) Chi Square Leadership Analysis with Work Motivation

leadership relationships with *work motivation* shown in the following table

Table 4 Relationship between *Leadership* and *Work Motivation* at Beriman Balikpapan Regional Hospital in 2024

Leadership	Work Motivation				Total		P
	Tall		Low				
	n	%	n	%	N	%	
Tall	135	84.91%	18	43.90%	153	76.50%	0.000

Low	24	15.09%	23	56.10%	47	23.50%
Total	159	79.50%	41	20.50%	200	100%

Source: Primary Data, 2024

The table above shows that the statistical test results obtained a p value of 0.000, because the p value $< \alpha = 0.000 < 0.05$ then H_0 is rejected, this means that there is a statistically significant relationship between the *leadership variable* and *work motivation*. at the Beriman Regional Hospital in Balikpapan.

3) Chi Square Analysis of Leadership and Organizational Culture of Employees

Tabel 5. Relationship between Leadership and Organizational Culture of Employees at RSUD Beriman Balikpapan in 2024 Leadership Organizational Culture

Leadership	Organizational Culture				Total		P
	Tinggi		Rendah				
	n	%	N	%	N	%	
Tinggi	117	87.31%	36	54.55%	153	76.50%	0.000
Rendah	17	12.69%	30	45.45%	47	23.50%	
Total	134	67.00%	66	33.00%	200	100%	

Sumber: Data Primer, 2024

Based on the results of the analysis, there is a significant relationship between leadership and organizational culture at RSUD Beriman Balikpapan ($p=0.000 < 0.05$). Of the 153 respondents, 117 (87.31%) had high leadership and organizational culture, while of the 47 respondents with low leadership, 30 (45.45%) showed low organizational culture.

4) Chi Square Analysis of Work Motivation with Employee Performance

Results of the analysis of the relationship between *work motivation* with employee performance shown in the following table

Table 5 Relationship between Work Motivation and Employee Performance at Beriman Balikpapan Regional Hospital in 2024

<i>Work Motivation</i>	Employee Performance				Total		<i>P</i>
	Tall		Low				
	n	%	N	%	N	%	
Tall	126	89.36%	33	55.93%	159	79.50%	0.000
Low	15	10.64%	26	44.07%	41	20.50%	
Total	141	70.50%	59	29.50%	200	100%	

Source: Primary Data, 2024

The table above shows that the statistical test results obtained a p value of 0.000, because the p value $< \alpha = 0.000 < 0.05$ then H_0 is rejected, this means that there is a statistically significant relationship between the *work motivation variables*. with employee performance at the Beriman Regional Hospital in Balikpapan.

5) Chi Square Analysis of Organizational Culture with Employee Performance

The results of the analysis of the relationship between *Organizational Culture* and employee performance are shown in the following table.

Table 6 Relationship between Organizational Culture and Employee Performance at Beriman Balikpapan Regional Hospital in 2024

Organizational Culture	Employee Performance				Total		P
	Tall		Low				
	n	%	N	%	N	%	
Tall	114	80.85%	20	33.90%	134	67%	0.000
Low	27	19.15%	39	66.10%	66	33%	

Total	141	70.50%	59	29.50%	200	100%
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Source: Primary Data, 2024

The table above shows that the statistical test results obtained a p value of 0.000, because the p value $< \alpha = 0.000 < 0.05$ then H_0 is rejected, this means that there is a statistically significant relationship between the *organizational culture variable* and employee performance. at the Beriman Regional Hospital in Balikpapan.

6) Chi Square Analysis of Organizational Culture with Work Motivation

The results of the analysis of the relationship *between Organizational Culture and work motivation* are shown in the following table.

Table 7 Relationship between Organizational Culture and Work Motivation at Beriman Balikpapan Regional Hospital in 2024

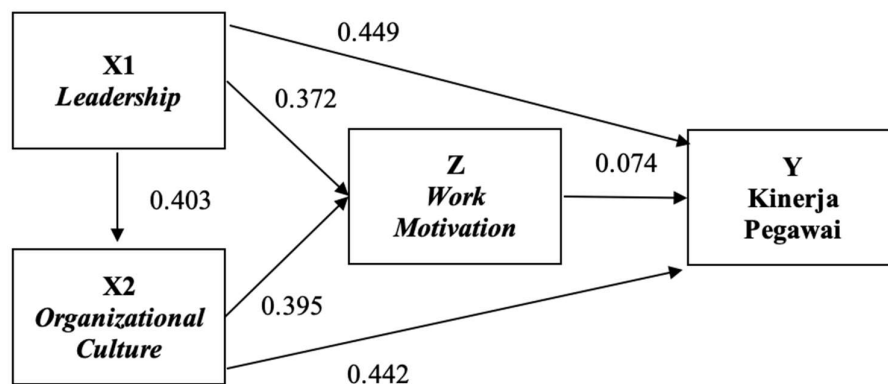
Organizational Culture	Work Motivation				Total		P
	Tall		Low				
	n	%	N	%	N	%	0.000
Tall	124	77.99%	10	24.39%	134	67%	
Low	35	22.01%	31	75.61%	66	33%	
Total	159	79.50%	41	20.50%	200	100%	

Source: Primary Data, 2024

The table above shows that the statistical test results obtained a p value of 0.000, because the p value $< \alpha = 0.000 < 0.05$ then H_0 is rejected, this means that there is a statistically significant relationship between the *organizational culture variable* and *work motivation*. at the Beriman Regional Hospital in Balikpapan.

4.2.3 Multivariate Analysis

Multivariate tests are conducted to analyze the direct and indirect effects between variables, namely between exogenous variables and endogenous variables through intermediate variables. The following are the results of *path analysis* on the variables of this study.



Discussion

Research hypothesis 1 (H_1) states that there is a direct influence of *leadership* on employee performance at RSUD Beriman Balikpapan with a positive value of .449. This means: Direction of positive influence: Leadership has a positive influence on employee performance, meaning that the better the leadership at RSUD Beriman Balikpapan, the higher the employee performance. Moderate influence strength: A value of 0.449 indicates a moderate level of influence. Although the effect is not too large, the influence is significant in improving employee performance. Improving the quality of leadership, such as through leadership training or strengthening effective leadership styles, has the potential to improve employee performance in the hospital. H_1 is proven true if this influence is tested statistically and is significant at a certain level of significance ($0.000 < 0.05$).

Research by FoEh (2021) **Leadership** has a significant influence on employee performance. A leadership

style that supports and involves employees in decision making increases productivity and work efficiency. This study recommends strengthening transformational leadership and employee empowerment as strategic steps to improve performance. Research by **Susanto, Y., & Veronica, E. (2019)** that leadership has a significant influence on the performance of non-medical employees. A leadership style that provides clear direction and motivation can increase employee productivity. The results of this study provide insight that strengthening leadership, improving communication, and enforcing discipline can be effective strategies in improving the performance of non-medical employees in a hospital environment. Research by **Panjaitan (2010)**. Effective leadership styles, such as transformational leadership, have a positive impact on paramedic performance. Leaders who are able to motivate, provide direction, and support staff development encourage better performance. High paramedic performance, which includes technical competence, responsibility, and interpersonal skills, contributes directly to improving the quality of health services. Leadership affects service quality through improving paramedic performance as a mediator. This means that good leadership improves paramedic performance, which ultimately improves the quality of service to patients. Research by **Rustilah (2018)**. The leadership style applied by superiors or managers has a significant impact on job satisfaction of contract employees. A supportive, open, and communicative leadership style increases employee motivation and job satisfaction. This study suggests the importance of implementing the right leadership style and fair compensation in improving job satisfaction and performance of contract employees. This can be used to improve managerial effectiveness in the organization.

Research hypothesis 2 (H2) states that there is a direct *leadership* on *work motivation* with a positive value of .372. The value of 0.372 indicates that there is a positive relationship between the leadership variable and work motivation. This means that the better or more positive the leadership applied, the higher the level of employee work motivation. The value of 0.372 indicates that the relationship between the two variables is moderate, because the number is greater than 0 but not too high (values between 0.1 and 0.3 are often considered moderate relationships in social research). This shows that leadership plays a role as one of the factors that influence work motivation, although other factors can also have an effect. These findings suggest that good leadership can improve employee work motivation. Thus, efforts to improve the quality of leadership in organizations, such as through leadership training or developing a more inclusive and supportive leadership style, can potentially improve employee work motivation. Overall, these results reinforce the importance of effective leadership in enhancing work motivation, which in turn can contribute to improved employee performance.

Jiatong's (2022) study shows that transformational leadership, which involves leaders who inspire, support individual development, and provide challenges to employees, has a positive effect on work motivation. Transformational leaders can increase employees' intrinsic motivation, thereby driving improved performance and innovation within the organization. One of the main factors is the leader's ability to create an inspiring vision and encourage employee engagement. Ibrahim's (2022) study examined the impact of leadership on work motivation in the context of digital transformation. Transformational leadership has been shown to increase employee work motivation in the digital era by supporting autonomy and creative problem solving. Leaders who provide personal support and address the digital challenges faced by the team help increase work morale and productivity.

Research hypothesis 3 (H3) proves that there is a direct influence of work motivation on employee performance at Beriman Balikpapan Hospital. The results show a positive path coefficient of 0.427, which indicates a positive relationship between the two variables - the higher the employee's work motivation, the higher their performance. Although work motivation has been shown to influence employee performance, its influence is not too large. To optimally improve employee performance at Beriman Hospital, it is necessary to pay attention to other factors that have the potential to provide a more significant influence such as leadership, training, and working conditions. Thus, work motivation is an important factor in improving employee performance, but it needs to be balanced with the development of other factors that also influence performance..

Research by Mudayana (2020) High motivation has a positive effect on employee performance. Well-motivated employees tend to work more effectively and efficiently, resulting in better performance. Overall, both high motivation and balanced workload management contribute greatly to employee performance. This study suggests that hospitals pay attention to both of these factors to improve the performance of their medical and non-medical staff. Research by Wijayanto (2017) Work Motivation has a positive effect on employee performance, where the higher the work motivation, the better the performance shown by administrative employees. This study concludes that hospitals need to focus on improving motivation, well-being, and job

satisfaction to improve the overall performance of administrative employees. Research by Porotu'o (2021) has a positive influence on nurse performance. Motivated nurses tend to be more active in providing quality services to patients. This study concludes that to improve the performance of nurses in hospitals, it is important to pay attention to work motivation factors, professional attitudes, and job satisfaction.

Research hypothesis 4 (H4) states that there is a direct influence *organizational culture* on employee performance at Beriman Hospital, Balikpapan with a positive path coefficient value of .442. This means that the stronger the organizational culture at Beriman Hospital, the higher the employee performance achieved. This means that organizational culture plays an important role in improving employee performance, but there are other factors that can also have a significant influence. These results suggest that a strong organizational culture can contribute to improved employee performance. An organizational culture that supports collaboration, good communication, and positive values in the workplace can create a productive environment and motivate employees to perform better. To improve employee performance at Beriman Hospital, efforts need to be made to strengthen supportive organizational cultural values, such as appreciation for performance, collaboration between teams, and transparency in communication. Overall, these results confirm that organizational culture plays an important role in improving employee performance in hospitals, and strengthening a positive culture in the workplace can be an effective strategy for achieving organizational goals.

Research conducted by Nikpour (2017) shows that a strong organizational culture that supports values relevant to organizational goals can improve overall organizational performance through increased employee commitment. A positive organizational culture that supports organizational values has a direct impact on organizational performance. In addition, employee commitment plays an important role in linking organizational culture to better performance outcomes. Research conducted by Wambugu (2014) Organizational culture positive, which includes openness, good communication, and appreciation for individual achievement, has been shown to have a significant impact **to** employee performance. A conducive organizational culture is very important in improving employee performance, because a good culture can increase employee engagement, motivation, and productivity. Therefore, companies need to develop a culture that supports positive values and practices that pay attention to employee welfare and development.

Research hypothesis 5 (H5) states that there is a direct influence *organizational culture* on *work motivation* at RSUD Beriman Balikpapan with a positive path coefficient value of .395. The results of the study showed that there was a direct influence of organizational culture on work motivation at RSUD Beriman Balikpapan with a positive path coefficient value of 0.367, meaning that the stronger the organizational culture in the hospital, the higher the employee work motivation. This positive path coefficient indicates that there is a unidirectional and significant relationship between the two variables, where a supportive organizational culture, such as a comfortable work environment, appreciation for performance, and fulfillment of expectations from superiors, can increase employee work motivation.

Research conducted by Al-Ayyubi (2019) Organizational culture strong has a positive influence on employee performance. Cultural dimensions such as communication, teamwork, and employee engagement play an important role in improving performance. The results of the analysis show that a culture that supports, values employees, and provides space for development can improve performance by increasing work motivation. This study concludes that a good organizational culture can improve employee performance, with work motivation as a connecting factor. Organizations that are able to create a positive culture and support work motivation will see an increase in their employees' performance.

Research hypothesis 6 (H6) states that there is a direct influence *leadership* on *organizational culture* at RSUD Beriman Balikpapan with a positive path coefficient value of .403. This means that the more effective the leadership style applied, the better the organizational culture formed. A positive relationship means that the better the leadership style applied, the better the organizational culture formed at RSUD Beriman Balikpapan. Leadership is a key element in building and strengthening organizational culture at RSUD Beriman Balikpapan. Leaders who are able to provide a vision, set an example, and build good relationships with staff can create a more positive organizational culture, for example through the values of cooperation, innovation, and commitment to service quality. This emphasizes the importance of effective leadership as a major factor in creating and strengthening organizational culture in hospitals. Overall, these results indicate that effective leadership not only impacts individuals but also plays an important role in shaping the collective work environment through its influence on organizational culture.

Sarros's (2002) research shows that leadership is a key factor in shaping and directing organizational culture. Effective leaders can create a work culture that supports change, innovation, and sustainable organizational

performance. Organizations need to select and develop leaders with transformational abilities to build an adaptive and competitive organizational culture. This is important to face the dynamic changes in the business environment. Li's research (2018) shows that leadership and organizational culture are two key elements that complement each other in driving organizational innovation. Transformational leaders and adaptive culture play an important role in creating an environment conducive to innovation.

Research hypothesis 7 (H7) states that there is an indirect influence of *leadership* on employee performance, through *work motivation* at RSUD Beriman Balikpapan with a positive path coefficient value of .167. This means that leadership in this hospital has a significant influence on employee work motivation, which in turn affects employee performance.

Chen (2022) showed that transformational leadership can reduce hospital employee burnout by increasing their resilience, role clarity, and intrinsic motivation. Good leadership focuses on personal development and support for employees, which can improve their well-being. Hospitals need to develop transformational leadership to support employees, reduce burnout, and improve their well-being and performance. In addition, it is important to create an environment that promotes resilience, role clarity, and intrinsic motivation among employees.

Research hypothesis 8 (H8) states that there is an indirect influence of *Organizational Culture* on employee performance through *work motivation* at Beriman Balikpapan Regional Hospital with path coefficient value has a positive value of .174. This means that the better the organizational culture, the higher the employee work motivation. A strong and supportive organizational culture can increase employee enthusiasm and motivation to work better. Work motivation functions as an intervening variable that influences the relationship between organizational culture and employee performance. In other words, a good organizational culture increases employee work motivation, and in turn, high motivation will improve employee performance. The indirect effect of organizational culture on employee performance through work motivation is quite significant. Although its effect is not as large as the direct effect, it still has a significant contribution in improving employee performance. The implication is that hospitals need to focus on strengthening a supportive organizational culture, as this not only increases employee work motivation, but also has the potential to improve overall performance. By facilitating a supportive and motivating work environment, hospitals can create a productive atmosphere, which ultimately contributes to the quality of healthcare services.

The statement that there is an indirect influence of organizational culture on employee performance through work motivation at RSUD Beriman Balikpapan means that the organizational culture in the hospital influences employee work motivation, which ultimately has an impact on improving employee performance. In this case, although the influence on employee performance is indirect, an organizational culture that supports and strengthens certain values will affect the level of work motivation, which then improves employee performance

Conclusions and Implications

The results of this study show that there is a direct influence of *leadership* on employee performance, there is a direct influence of *leadership* on *work motivation*, there is a direct influence of leadership on employee performance, direct influence *work motivation* on employee performance, there is a direct influence *organizational culture* on employee performance, there is a direct influence *organizational culture* on *work motivation*, there is a direct influence *leadership* towards *organizational culture*, there is indirect influence of *leadership* on employee performance through *work motivation*, there is an indirect influence of *Organizational Culture* on employee performance through *work motivation*. It is recommended for hospital management to identify the underlying causes and find ways to reduce irrelevant complaints, such as by improving the work environment or providing more effective communication channels. Training on conflict management and problem-solving can help employees focus more on solutions rather than making things worse. create an open culture where employees feel comfortable talking about their problems without fear of repercussions. evaluate employee workloads and provide rewards or incentives for those who work hard.

Conflict of Interest Statement

The author declares that there is no conflict of interest in the implementation and reporting of this research. This research was conducted independently without any influence or intervention from any party that could affect the objectivity of the research results.

This research was independently funded by the author without receiving financial assistance from institutions or other parties who have an interest in the research results. RSUD Beriman Balikpapan, as the

research location, did not provide financial support and had no role in the research design, data collection, analysis, data interpretation, report writing, or decision to publish the research results.

The authors have no financial, professional, or personal relationships that could influence or be perceived to influence the objectivity of this research. All data collected and analyzed in this study were treated confidentially and anonymously, in accordance with approved research ethics protocols.

The authors are committed to maintaining scientific integrity and transparency throughout the research process and reporting of results. Any potential conflicts of interest that may have arisen during the research process have been openly disclosed and handled in accordance with applicable research ethics standards

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