

The Influence of Transformational Leadership, Competence, Work Motivation and Organizational Culture on the Performance of RSCM Employees through Job Satisfaction as a Mediating Variable and Organizational Support as a Moderating Variable

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ABSTRAK

Tujuan dari penelitian ini adalah untuk menganalisis pengaruh budaya organisasi, prestasi kerja, motivasi, dan kepemimpinan transformasional terhadap prestasi kerja karyawan di Rumah Sakit Umum Cut Mutia Aceh Utara, dengan peran budaya organisasi sebagai variabel mediasi dan peran kapasitas organisasi sebagai variabel moderasi. Penelitian ini menggunakan kombinasi metode kualitatif dan kuantitatif dengan jumlah sampel sebanyak 250 partisipan. Informasi dikumpulkan dengan menggunakan kuesioner dan wawancara. Metode analisis yang digunakan adalah model SEM-PLS dengan menggunakan perangkat Smart-PLS dan Nvivo kuantitatif. Temuan penelitian menunjukkan bahwa budaya organisasi, kompetensi, motivasi kerja, dan kepemimpinan transformasional memiliki dampak yang signifikan terhadap kinerja karyawan dan kinerja yang berhubungan dengan pekerjaan. Kinerja karyawan memiliki dampak yang signifikan terhadap keseimbangan kehidupan kerja karyawan. Penelitian ini juga mengindikasikan bahwa stres terkait pekerjaan merupakan mediator dari kepemimpinan transformasional, kompetensi, motivasi kerja, dan budaya organisasi dalam hubungannya dengan kinerja karyawan. Selain itu, kapasitas organisasi memfasilitasi komunikasi antar karyawan.

ABSTRACT

The purpose of this study was to analyze the effect of organizational culture, job performance, motivation, and transformational leadership on employee performance at Cut Mutia General Hospital in North Aceh, with the role of organizational culture as a mediating variable and the role of organizational capacity as a moderating variable. This study used a combination of qualitative and quantitative methods with a sample size of 250 participants. Information was collected using questionnaires and interviews. The analysis method used is the SEM-PLS model using Smart-PLS and Nvivo qualitative tools. The research findings show that organizational culture, competence, work motivation, and transformational leadership have a significant impact on employee performance and work-related performance. Employee performance has a significant impact on employee work-life balance. This study also indicated that work-related stress is a mediator of transformational leadership, competencies, work motivation, and organizational culture in relation to employee performance. In addition, organizational capacity facilitates communication among employees.

ARTICLE HISTORY

Submitted: 30 05 2024

Revised: 02 07 2024

Accepted: 19 07 2024

Published: 19 07 2024

KATA KUNCI

Kepemimpinan Transformasional; Kompetensi; Motivasi Kerja; Budaya Organisasi; Kepuasan; Kerja; Dukungan Organisasi; Kinerja Pegawai

KEYWORDS

Transformational Leadership; Competence; Work Motivation; Organizational Culture; Job Satisfaction; Organizational Support; Employee Performance

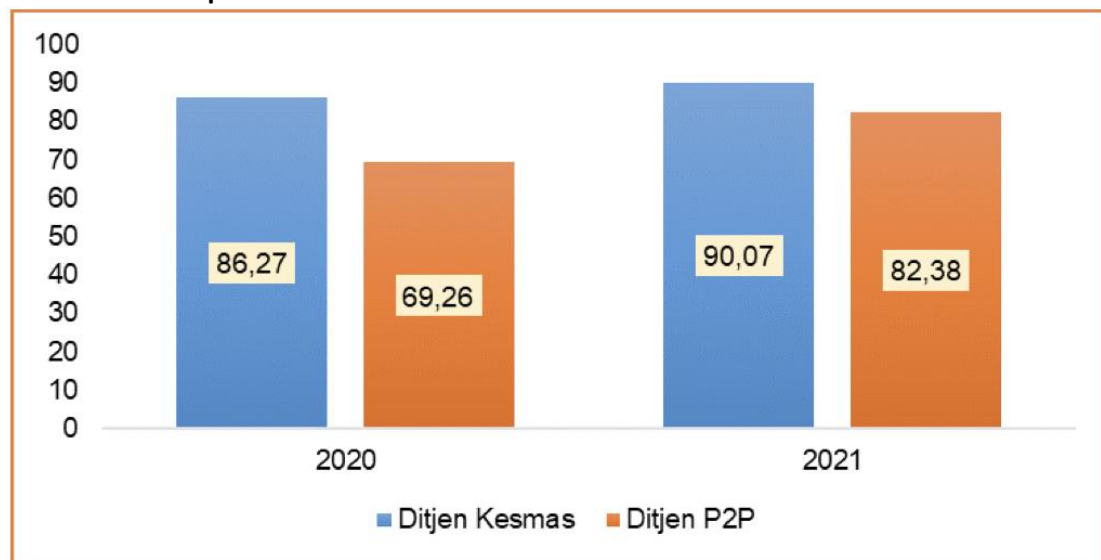
INTRODUCTION

The ever-changing and evolving global healthcare context introduces a high level of complexity for hospitals. Changing health policies, new medical technologies, and increasing societal demands directly affect how hospitals operate. In this dynamic, hospital employees must be adaptable and have the skills to remain relevant and practical. This research highlights the importance of employee performance in the context of Cut Mutia General Hospital and marks

an important step towards continuous improvement and enhancement in healthcare delivery. This phenomenon provides a strong and meaningful basis for further exploration through this research.

This research focuses on the urgent need to understand and develop leadership, motivation, and organizational culture at Cut Mutia Hospital. This hospital, located in North Aceh, faces significant challenges in its efforts to provide quality health services. Given the ongoing changes in health policy, advancing medical technology, and increasing demands of the community, it is important to examine how these factors affect employee performance within the hospital. Without comprehensive empirical data on the state of leadership, motivation and organizational culture at Cut Mutia Hospital, there is a significant knowledge gap that needs to be addressed. The absence of this data makes it difficult to determine appropriate strategic measures to improve employee performance and job satisfaction.

Figure 1.
Comparison of RKAKL Performance of DG P2P and DG Public Health



Source: (Performance Report of the DG P2P, 2021)

Figure 1 shows the performance comparison between the Directorate General of Public Health (DGPH) and the Directorate General of Disease Prevention and Control (DG P2P) in 2020 and 2021. From the data, the performance of these two directorates has changed significantly in these two years. In 2020, DGHS had a performance score of 86.27, while DG P2P had a score of 69.26. In 2021, DGHS experienced an increase in performance to 90.07, while DG P2P also improved but remained below DGHS with a score of 82.38. This data shows that there was an improvement in performance in both directorates, but there is still a significant difference between the performance of DGHS and DG P2P. The higher performance of DGHS compared to DG P2P suggests differences in policy effectiveness, program implementation, or internal management in these two directorates.

Effective leadership is essential in creating a conducive work environment and motivating employees to achieve optimal performance (Kwiatkowska et al., 2021). At Cut Mutia Hospital, there are indications that the current leadership style does not fully support the needs and aspirations of employees. This could have a negative impact on their performance and job satisfaction. Therefore, a deeper understanding of existing leadership practices and how they affect employees is needed. This research explore how transformational leadership can be

applied to motivate and improve employee performance.

Work motivation is also a crucial factor that needs to be considered. Motivated employees tend to be more productive, committed and provide better service to patients (Suri et al., 2024). However, in Cut Mutia Hospital, the factors that influence employee work motivation have not been studied, making it difficult to develop effective strategies to improve it. This study aims to identify the most influential motivational factors and design interventions that can improve employee work motivation.

Organizational culture in hospitals also plays an important role in shaping employee behavior and performance (Al-Shibami et al., 2019; Lasrado & Kassem, 2021; Virgiawan et al., 2021). An innovative, collaborative, and adaptive culture can encourage employees to perform better and deliver superior services. However, without a clear understanding of the state of organizational culture in Cut Mutia Hospital, efforts to improve and develop the culture will encounter many obstacles. This research will explore the elements of the existing organizational culture and how it can be optimized to support employee performance.

Transformational leadership is positively related to employee performance through various mechanisms (Curado & Santos, 2022; Madjid & Samsudin, 2021). Transformational leaders can motivate employees by creating emotional engagement and inspiring them through a shared vision. In the context of transformational leadership, leaders focus on inspiring, encouraging, and developing the potential of their subordinates (Lasrado & Kassem, 2021; Rawashdeh et al., 2020; Sinaga et al., 2018). In other words, transformational leaders seek to create a work environment that spurs employees to achieve optimal performance levels. Furthermore, employee competence and performance are closely related in the work environment. Employee competencies, which include knowledge, skills, experience, and personal traits, play an important role in shaping the quality of their performance (Nguyen et al., 2020b). Employees with competencies relevant to their job duties and responsibilities tend to achieve better work results.

An organizational culture focusing on innovation, adaptability, collaboration, learning, and tolerance for mistakes can lead to superior performance (Ferdinan & Lindawati, 2021; Virgiawan et al., 2021). A deep understanding of the context of organizational culture is also important in designing strategies to improve employee performance. A strong and supportive organizational culture and other aspects, such as human resource flexibility and employee competencies, contribute to employee engagement, job satisfaction, and overall performance. (Paais & Pattiruhu, 2020); (Nguyen et al., 2020a). Furthermore, job satisfaction can significantly impact an organization's employee performance. When employees are satisfied with their work environment, recognition of their contributions, and other aspects that affect job satisfaction, they tend to perform better (Adriansyah et al., 2020; Bieńkowska & Tworek, 2020; Curado & Santos, 2022; Renyut et al., 2017; Sirait, 2021).

In theory, the relationship between work motivation, job satisfaction, and employee performance can be explained through frameworks such as Maslow and Herzberg's Motivation Theory, Job Characteristics Model, and Reward Theory. These theories emphasize need fulfillment, job satisfaction factors, and job design elements that can improve employee motivation and performance (Karisoh et al., 2023; Kauppila, 2018; Sihombing et al., 2018). Several previous studies have tried to examine the effect of work motivation on employee performance, which is mediated by job satisfaction as an intervening variable (Guzeller & Celiker, 2020; Ismajli et al., 2015; Puspita Dewi et al., 2024; Qing et al., 2020; Rameshkumar, 2020). Furthermore, job satisfaction and organizational support are important in influencing performance (Hijazi et al., 2021; Kocman & Weber, 2018; Turner et al., 2022; Zacharias et al.,

2021).

Job satisfaction is critical to employee performance, especially in health services at the Cut Mutia General Hospital in North Aceh. Employee job satisfaction significantly impacts employee productivity, motivation, engagement, and retention, which can affect patient service quality (Puspita Dewi et al., 2024). Therefore, a deep understanding of the factors influencing job satisfaction, such as interpersonal relationships, leadership styles, competencies, work motivation, and organizational culture, is critical to improving employee performance and overall organizational effectiveness (Ngunga et al., 2021).

In the hospital context, good interpersonal relationships between employees, coworkers, and leaders can create a positive and supportive work environment. Effective communication, good teamwork, and social support from fellow employees and leaders can increase employee job satisfaction (Costantini & Perugini, 2018; Hansen, 2022). In addition, transformational leadership styles, which motivate, empower, and inspire employees, can also contribute positively to employee job satisfaction and performance (Karisoh et al., 2023). Leaders who can create a clear vision, provide support, and facilitate employee development can help create a work environment that motivates and fulfills employees' psychological needs (Rahardja et al., 2018). In addition to interpersonal and leadership factors, aspects of employee competence also play an essential role in increasing job satisfaction. Employees with adequate skills and knowledge to carry out tasks tend to feel more satisfied (Asgari et al., 2020). Therefore, developing employee competencies through training, education, and career development can effectively improve job satisfaction and employee performance in hospitals.

Work motivation is also an important factor that affects employee job satisfaction (Kocman & Weber, 2018; Putra et al., 2017). Employees who have high work motivation tend to be more dedicated, productive, and goal-oriented. Factors influencing work motivation, such as recognition, rewards, promotions, and career development opportunities, can affect employee job satisfaction (Karisoh et al., 2023; Simorangkir et al., 2018). Thus, efforts to increase employee work motivation by recognizing achievements, providing incentives, and creating a supportive work environment can help improve job satisfaction and employee performance in hospitals. In addition, organizational culture also plays a vital role in shaping employee job satisfaction and performance. An organizational culture that is supportive, inclusive, and attentive to employee needs can create a positive and motivating work environment (Dewi & Wibow, 2020; Riyanto et al., 2021). Organizational supports, such as employee welfare programs, fair policies, and open communication, can strengthen the relationship between job satisfaction and employee performance (Nurhuda et al., 2019; Simorangkir et al., 2018). Therefore, hospitals must pay attention to and strengthen an organizational culture that supports employees in improving their job satisfaction and performance.

This research is important to be conducted at Cut Mutia Hospital for several fundamental reasons. First, to date, there has been no research that specifically explores the condition of leadership, motivation, and organizational culture in Cut Mutia Hospital. This research will fill that data gap and provide a solid foundation for continuous improvement. Secondly, Cut Mutia Hospital faces unique challenges that require a specialized approach to human resource management. Understanding leadership, motivation and organizational culture in this hospital will enable the development of appropriate and effective strategies. Third, by improving leadership, motivation, and organizational culture, it is expected that employee performance will improve, which in turn will improve the quality of health services provided to the community. Fourth, this study has direct relevance to the local context of North Aceh, so the results can be used to inform better managerial policies and practices in other hospitals in the

area.

By understanding the factors that influence job satisfaction and employee performance in hospitals, management can develop effective strategies to improve employee well-being and overall organizational effectiveness. By focusing on developing transformational leadership, improving employee competencies, providing appropriate work motivation, and strengthening a supportive organizational culture, hospitals can create a work environment that is motivating and productive and provides quality health services to the community. Therefore, this study aims to provide in-depth insight into the relationship between job satisfaction and employee performance in hospitals and provide recommendations that can be used as a guide for management in improving employee well-being and performance.

Literature Review

Previous research relevant to this study shows a close relationship between job satisfaction, work motivation, organizational support, and employee performance. Research by Prabowo et al. (2018) revealed that job satisfaction is an important mediator between work motivation and employee performance. This finding supports motivation theory, which states that job satisfaction can be a desirable outcome of work motivation and, in turn, improve employee performance. Dewi et al. (2021) also confirmed that job satisfaction acts as a mediator in the relationship between work motivation and employee performance, indicating that job satisfaction can be a mechanism that links individual competencies with organizational performance.

Furthermore, research by Ingsih et al. (2021) shows that organizational support can strengthen the relationship between job satisfaction and employee performance. Support from the organization, such as help from superiors, development opportunities, and a positive work environment, can strengthen the impact of job satisfaction on employee performance. This highlights the importance of strategies and policies that promote a supportive and inclusive work environment. Chang (2014) found that perceived organizational support among nurses can develop a sense of belonging and increase job satisfaction and organizational commitment, which positively impacts their performance. These findings suggest that organizational support improves employee job satisfaction and performance and builds organizational solid commitment.

Research by Sepdunha et al. (2023) suggests that the role of organizational support in strengthening the relationship between work motivation and employee performance may vary depending on the specific organizational context. These findings imply that organizations should pay attention to enhancing organizational support as one of the factors that can improve employee effectiveness and performance. Solid organizational support can maximize work motivation's positive impact on employee performance.

This study is expected to enrich the understanding of the relationship between job satisfaction, work motivation, organizational support, and employee performance in the hospital environment by referring to relevant previous research results. The findings can provide a strong theoretical foundation and practical recommendations for hospital management in improving employee well-being and performance. This research can also assist hospitals in formulating effective policies to create a work environment that supports, motivates, and increases employee job satisfaction, ultimately improving the organization's overall performance.

This research offers novelty in the qualitative approach used by utilizing NVivo software to analyze data, providing an in-depth understanding of employee perceptions and experiences related to job satisfaction, work motivation, and employee performance in a hospital setting. The focus on the hospital context as the object of research is also an advantage, as it can provide specific insights into the factors that influence job satisfaction and employee performance in the health sector. In addition, the integration of work motivation theory in analyzing the relationship between job satisfaction, work motivation, and employee performance contributes to the theoretical understanding of the factors that influence performance. However, there are gaps in the generalizability of the results as the study was conducted in one particular hospital, so the results may not directly apply to the context of other hospitals or different industry sectors. In addition, this study only considered a few factors that influence job satisfaction and employee performance, so future research can expand the scope of variables and use additional data collection methods to gain a more comprehensive understanding of these factors.

RESEARCH METHODS

This research focuses on the urgent need to understand and develop leadership, motivation, and organizational culture at Cut Mutia General Hospital. This hospital, located in North Aceh, faces significant challenges in its efforts to provide quality health services. Given the ongoing changes in health policy, advancing medical technology, and increasing demands of the community, it is important to examine how these factors affect employee performance within the hospital. Without comprehensive empirical data on the state of leadership, motivation and organizational culture at Cut Mutia Hospital, there is a significant knowledge gap that needs to be addressed. The absence of this data creates difficulties in determining appropriate strategic measures to improve employee performance and job satisfaction.

This study aims to identify causal or correlational relationships between the variables under study and use statistical analysis to test hypotheses. The research method utilized a survey, which involved the administration of a questionnaire as the primary means of data collection (Creswell & Hirose, 2019). The study population consisted of 361 participants, and a sample of 250 employees of Cut Mutia General Hospital in North Aceh was selected using the Slovin formula to ensure representativeness. The questionnaire was designed with closed-ended statements and measured using a Likert scale from 1 to 5, where respondents were asked to give their opinion on each statement item, ranging from strongly disagree to strongly agree (Hoti et al., 2020). The data obtained is used to measure employee performance in this hospital.

The methodology used in this study is descriptive quantitative with a causal orientation. Causal research is defined as an investigation that aims to explain the cause-and-effect relationship between several variables (Xu et al., 2020). This study used a survey research design using a questionnaire that had been validated and tested (Creswell & Hirose, 2019; Sileyew, 2019). The population investigated consisted of all employees of the Cut Mutia General Hospital, with a sample draw using the Slovin formula to obtain a representative sample (Campbell et al., 2020).

The data collection technique used in this study was the administration of questionnaires to respondents at the Cut Mutia General Hospital in North Aceh. Primary data were obtained directly from respondents through distributed questionnaires, while secondary data were collected from scientific sources such as journals, books, documents, and related databases. The main instrument for data collection was a questionnaire, while the computer software used for data analysis included SPSS, Excel, and Smart-PLS. In addition, NVivo software was used for qualitative data analysis.

The data analysis process was conducted through the following steps:

1. Data Collection: Data obtained from questionnaires and secondary sources were collected and verified for validity.
2. Data Quality Check: The collected data underwent a rigorous validation process to ensure its accuracy and completeness.
3. Data Compilation: Verified data is organized in a systematic and structured manner according to established criteria.
4. Data Coding: Data were organized and coded to facilitate the subsequent analysis process.
5. Data Input: The coded data is then entered into data analysis software; SPSS, Excel, NVivo, or Smart-PLS.
6. Data Cleaning: The data then undergoes a second verification to ensure its accuracy and cleanliness.
7. Data Analysis: The cleaned data was then statistically analyzed using techniques such as correlation, regression, and factor analysis.

Correlation tests are used to determine the interaction between the variables under study, such as the relationship between transformational leadership, competence, work motivation, organizational culture, job satisfaction, and employee performance. The results of this correlation test help explain the extent to which these variables are interrelated and influential in the context of research at Cut Mutia General Hospital in North Aceh.

This study has several limitations. First, this research was only conducted at Cut Mutia General Hospital in North Aceh, so it would be more comprehensive if the sample size was expanded. Second, the data in this study came from primary data in the form of questionnaires without in-depth interviews, qualitative studies will provide a deeper understanding of this research. Third, this research is limited to five independent variables, future researchers can add other variables that affect employee performance.

Thus, the methodology applied in this study aims to provide an in-depth understanding of the causal relationship between leadership, motivation, organizational culture, and employee performance at Cut Mutia General Hospital. The findings of this study are expected to provide practical insights that can be used by management to improve employee performance and job satisfaction, as well as strengthen the quality of health services provided to the community.

RESULTS AND DISCUSSIONS

The objective of this study is to examine the impact of transformational leadership, competence, work motivation, and organizational culture on employee performance at Cut Mutia General Hospital (RSCM). The study also investigates the role of job satisfaction as a mediating variable and organizational support as a moderating variable. The study demonstrated that transformational leadership, characterized by idealistic influence, inspirational motivation, intellectual stimulation, and individualized consideration, has a substantial impact on staff performance. Leaders that possess the ability to motivate and attend to the specific requirements of their employees have the potential to enhance their motivation and job satisfaction. This, in turn, leads to improved performance, as stated by Bass and Avolio (1994) and supported by Prabowo et al. (2018).

Employee competences, encompassing skills, knowledge, and abilities, were also discovered to exert a beneficial impact on performance. Enhanced proficiency enables individuals to do activities with greater effectiveness and efficiency, resulting in increased productivity and job satisfaction, as demonstrated by Spencer and Spencer (1993) and Dewi et al. (2021).

Furthermore, work motivation, which encompasses both internal and external factors that propel individuals towards achieving objectives, significantly impacts the enhancement of employee performance. Motivation theories, such as Maslow's (1943) needs theory and Herzberg's (1959) two-factor theory, offer a basis for comprehending the intimate connection between motivation, job satisfaction, and performance, as articulated by Ingsih et al. (2021).

Organizational culture, encompassing the shared beliefs, conventions, and practices among members of a company, plays a key role in influencing employee performance (Suma, 2024). Schein (2010) and Chang (2014) have observed that a work atmosphere that fosters creativity, teamwork, and employee well-being is conducive to achieving optimal performance. Job satisfaction, which refers to the degree of contentment individuals have in their occupations, serves as a mediator in the connection between transformational leadership, competency, work motivation, and corporate culture, and employee performance. Research conducted by Locke (1976), Prabowo et al. (2018), and Dewi et al. (2021) has shown that high job satisfaction positively impacts employees' motivation and commitment, leading to improved performance.

Organizational support, encompassing aid, provisions, and a favorable work environment, acts as a moderator that enhances the correlation between job satisfaction and employee performance. According to Eisenberger et al. (1986), employees' perception of organizational support (POS) enhances their sense of belonging and commitment, leading to improved performance. This finding has been corroborated by Ingsih et al. (2021) and Sepdunha et al. (2023).

This study incorporates several crucial elements of human resource management, specifically transformational leadership, competency, work motivation, and organizational culture. The study specifically examines the role of job satisfaction and organizational support as mediating and moderating factors. The results of this study are anticipated to offer profound understanding for RSCM management in formulating efficient policies and strategies to enhance employee performance. By comprehending and controlling these aspects, RSCM can establish a work environment that fosters, inspires, and enhances employee welfare and productivity. The interviews' results were analyzed using Nvivo. Initially, qualitative data was visualized in the form of text. The outcomes are as stated:

Figure 1.
Interview Result Wordcloud



Source: Data Process Nvivo 12 Plus by Author, (2024)

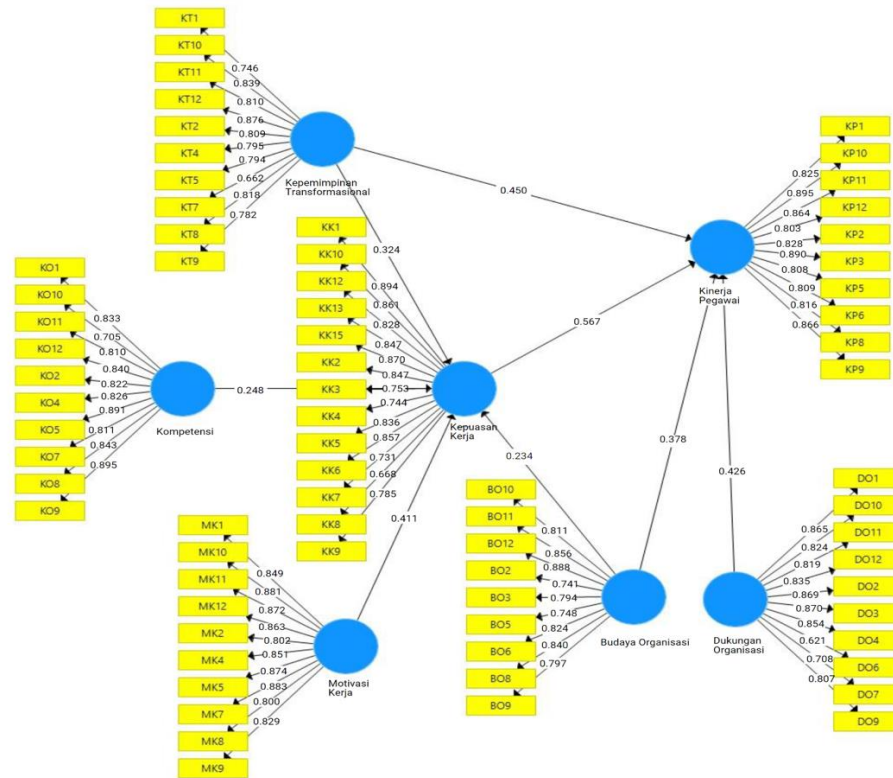
Figure 1 shows the presence of often occurring words that are of little significance for discussion due to their nature as conjunctions. Additionally, there exist terms that are not excessively vast in size yet are captivating to analyze. The questionnaire in this study aims to assess the respondents' reactions to the several factors being asked. In Figure 4.1, our main objective is to identify responses or statements that serve as assessments specifically related to these characteristics. Based on the wordcloud, two prominent appraisal words are 'enough' and 'good'. The majority of respondents deemed the variables in question to be satisfactory and of high quality.

The data analysis conducted using NVivo revealed diverse assessments and perspectives from respondents regarding multiple issues at RSUCM North Aceh. The majority of respondents in the Transformational Leadership Code provided a favorable evaluation of their leader's idealized impact, inspirational motivation, intellectual stimulation, and individualized consideration. The Competency Analysis received high results in terms of knowledge, abilities, and attitudes, with respondents demonstrating a strong grasp and proficient application ability. In the Work Motivation coding, respondents demonstrated a strong drive to achieve their goals, exert power, and establish social connections. Additionally, most respondents felt that the organization provided them with ample support to fulfill their demands. The majority of respondents regarded the Organizational Culture as commendable, highlighting its reliability, courage, adaptability, and employee engagement. However, there were differences in ratings within the Job Satisfaction variable, specifically in regards to satisfaction with supervision. Overall, the Organizational Support received positive ratings, while a few respondents complained the working circumstances. In the Employee Performance analysis, productivity emerged as a crucial aspect, with certain participants expressing scepticism and raising concerns about excessive workloads. However, service quality, efficiency, and sustainability were generally evaluated positively. To summarize, this analysis offers a comprehensive understanding of how respondents perceive and evaluate different parts of RSUCM North Aceh. Overall, most components are positively assessed, but there are still certain issues that need more improvement.

Evaluation of the Measurement Model (Outer Model)

Evaluation of the measurement model (outer model) in Structural Equation Modeling (SEM) analysis involves several important aspects. First, convergent validity is examined by looking at the extent to which the measurement indicators reflect the theoretical concepts of the latent variables. This is evaluated by examining the indicator loading values, where high values indicate good convergent validity. Furthermore, indicator reliability is checked by using Cronbach's alpha values or other reliability methods to ensure consistency and reliability of the measurement indicators. The overall evaluation of the measurement model is important to ensure that the indicators used reflect the construct appropriately and reliably, so that the SEM analysis results can provide more accurate and reliable findings. The results of the measurement model estimation (outer model) can be seen in Figure 2.

Figure 2.
Measurement of Relationship Model Variable Tarnsformational Leadership, Competence, work motivation, organizational culture, Job satisfaction, Organization Support, Employee Performance



Source: Data Process Smart PLS by Author, (2024)

Table 1.
Hypothesis Testing Result

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STD EV)	P Values
Kepemimpinan Transformasional -> Kepuasan Kerja	0.250	0.251	0.071	3.528	0.000
Kompetensi -> Kepuasan Kerja	0.434	0.430	0.057	7.651	0.000
Motivasi Kerja -> Kepuasan Kerja	0.250	0.026	0.042	5.952	0.000
Budaya Organisasi -> Kepuasan Kerja	0.295	0.296	0.068	4.376	0.000
Kepemimpinan Transformasional -> Kinerja Pegawai	0.250	0.161	0.101	3.000	0.003
Kompetensi -> Kinerja Pegawai	0.171	0.032	0.092	2.000	0.049
Motivasi Kerja -> Kinerja Pegawai	0.250	0.060	0.079	4.000	0.000
Budaya Organisasi -> Kinerja Pegawai	0.311	0.298	0.109	2.500	0.005
Dukungan Organisasi -> Kinerja Pegawai	0.174	0.217	0.087	1.750	0.048
Kepuasan Kerja -> Kinerja Pegawai	0.232	0.195	0.134	1.500	0.021
Moderating Effect 1 -> Kinerja Pegawai	0.197	0.079	0.056	5.000	0.046

Source: Data Process Smart PLS by Author, (2024)

The data processing results, as shown in Table 1, T-Table, reveal that the direct impact of transformational leadership on work satisfaction is 0.250, with a statistically significant value of 0.000. This suggests that transformative leadership has a beneficial and substantial effect on job satisfaction. Put simply, if the business implements a transformational leadership style, it will lead to a higher level of job satisfaction among employees at North Aceh RSUCM. In order to improve employee work satisfaction, it is recommended that the management of RSUCM North Aceh prioritize the creation and implementation of transformational leadership methods within the organization. This finding aligns with other research, including studies undertaken by (Eliyana & Ma'arif, 2019; Ferdinan & Lindawati, 2021; Idris et al., 2022; Nurhuda et al., 2019; Rahardja et al., 2018; Wibowo & Sumiati, 2022), which all demonstrated a favorable correlation between transformative leadership and employee job satisfaction. In addition, a study conducted by (Akdere & Egan, 2020; Gaviria-Rivera & López-Zapata, 2019) shown that the use of transformational leadership techniques positively impacts the level of job satisfaction experienced by employees in the hotel business.

The correlation between competence and work happiness is 0.434, which is statistically significant with a p-value of 0.000. This suggests that the degree of employee proficiency has a positive and substantial impact on the level of job satisfaction. The management of RSUCM North Aceh should focus the enhancement of personnel competencies in order to increase job satisfaction. The results are supported by theory and prior study findings. The correlation between employee competency and job satisfaction has been recorded in several research, including those conducted by (Hajiali et al., 2022); (Adriansyah et al., 2020; Hambali & Idris, 2020; Khan et al., 2021; Paais & Pattiruhu, 2020). The results of this study suggest that the skill and ability of employees have a beneficial impact on their level of contentment with their employment, regardless of whether they work in public or private businesses.

The impact of competence on job satisfaction among employees of North Aceh RSUCM is extremely significant, as indicated by a coefficient value of 0.434 and a significance value of 0.000. This suggests that the degree of employee proficiency has a favorable and significant impact on their level of job contentment. The management of RSUCM North Aceh must prioritize the development of employee competency as a crucial strategy to improve job satisfaction inside their business. The results are supported by theory and prior study findings. The correlation between employee abilities and job satisfaction has been recorded in several research, including those conducted by (Hajiali et al., 2022; Karisoh et al., 2023; Larasati et al., 2022; Qing et al., 2020). The results of this study suggest that the skill and ability of employees have a beneficial impact on their level of contentment with their employment, regardless of whether they work in public or private businesses.

The results suggest that there is a strong and statistically significant relationship between organizational culture and work satisfaction, with a correlation coefficient of 0.295 and a p-value of 0.000. This indicates that the corporate culture has a crucial influence on the level of job satisfaction among employees. The North Aceh RSUCM management should adopt initiatives to bolster an organizational culture that fosters support, inclusivity, and appreciation for diversity, in order to enhance employee job satisfaction.

The direct impact of transformative leadership on employee performance is 0.250, with a statistically significant value of 0.003. This suggests that transformative leadership has a beneficial impact on staff performance, with a significant level of importance. North Aceh RSUCM management should adopt transformational leadership approaches to improve employee performance. Several studies, such as those conducted by (Bastari & Ali, 2020; Eliyana & Ma'arif, 2019; Rahardja et al., 2018; Rawashdeh et al., 2020) have shown that

transformational leadership has a beneficial and noteworthy influence on employee performance in different organizational settings. The results suggest that adopting transformational leadership approaches could be a successful approach to enhancing employee performance at RSUCM North Aceh.

The correlation between competency and employee performance is 0.171, which is statistically significant at a value of 0.049. This suggests that the degree of employee proficiency has a favorable impact on employee performance, albeit with a slightly reduced level of significance. It is advisable for the management of North Aceh RSUCM to continue prioritizing the enhancement of personnel competencies in order to improve their performance. The findings of this study are consistent with previous research conducted by Wardani & Peristiowati (2020), Setiawan et al. (2022), Nasurdin et al. (2022), Sunatar (2022), Hajiali et al. (2022), Abadi & Norawati (2022), and Parashakti et al. (2020). These studies have shown that employee competencies have a substantial impact on employee performance in different organizational settings.

The relationship between job motivation and employee performance is statistically significant, with a positive effect size of 0.250 and a p-value of 0.000, indicating a strong association. These findings suggest that job motivation has a beneficial and substantial influence on employee performance. RSUCM North Aceh's management should consider introducing ways to bolster employee work motivation in order to boost their performance. Several prior research have investigated the impact of motivation on employee performance. Several studies, including those conducted by Ryandini & Nurhadi (2020), Lencho (2020), Matsie (2008), Priyantini & Ayatulloh (2023), Okoth & Florah (2019), Sukmawati et al. (2023), and Adetola et al. (2022), have shown that work motivation greatly influences employee performance in different organizational settings.

The corporate culture has a direct and significant impact on employee performance, with a coefficient of 0.311 and a p-value of 0.005. This suggests that company culture has a substantial impact on enhancing employee performance. The management of RSUCM North Aceh should adopt methods to strengthen a culture of support inside the organization, in order to create a work environment that promotes improved employee performance. Empirical research further supports these findings. Studies conducted by (Paais & Pattiruhu, 2020) Sabuhari et al. (2020), Tampi et al. (2022), and Nguyen et al. (2020) suggest that organizational culture exerts a substantial influence on employee performance, both directly and indirectly through intermediary factors such as job involvement, job satisfaction, and trust.

The direct impact of organizational support on employee performance is 0.174, with a statistically significant value of 0.048. This suggests that the support provided by an organization has a beneficial impact on the performance of its employees. The management of North Aceh RSUCM must guarantee that the company provides sufficient support to promote employee performance.

Job satisfaction has a positive and direct impact of 0.232 on employee performance, which is statistically significant with a p-value of 0.021. This suggests that job pleasure is crucial in improving employee performance. Therefore, the management of North Aceh RSUCM should give priority to variables that improve employee job satisfaction in order to enhance their performance. According to a study conducted by Alwali & Alwali (2022), job happiness has a role in connecting transformational leadership and employee performance in public hospitals in Iraq. In a study conducted by Rawashdeh et al. (2020), it was discovered that job satisfaction had a noteworthy mediation effect on the connection between transformative leadership and employee performance in the telecommunications industry in Jordan.

Furthermore, the indirect impact of transformational leadership on employee performance via work satisfaction is 0.058, with a statistically significant value of 0.115. The data suggests that the impact of transformative leadership on employee performance, mediated by job satisfaction, is not statistically significant. This suggests that while transformative leadership can directly impact job happiness, it does not result in an indirect enhancement of employee performance. The mediating effect of job satisfaction on the relationship between competence and employee performance is 0.101, with a statistically significant value of 0.092. While the p-value is below 0.05, it is important to acknowledge that it is quite close to the significance threshold of 0.1. Therefore, the relationship between competence and employee performance through job satisfaction is not statistically significant. The mediating effect of job satisfaction on the relationship between work motivation and employee performance is 0.057, with a statistically significant value of 0.639. The elevated significance score suggests that this indirect effect lacks statistical significance. The mediating effect of job satisfaction on the relationship between organizational culture and employee performance is 0.069, with a statistically significant value of 0.113. If the significance value is more than 0.05, it means that the indirect effect is not statistically significant, just like in the prior situation.

In the research conducted at Cut Mutia General Hospital in North Aceh, there is an in-depth elaboration of the variables that influence each other. This research highlights the significant influence of each variable on employee performance, which is a key factor in improving the quality of health services. Based on the results, the variables that have a significant influence on employee performance are employee competence, work motivation, organizational culture, transformational leadership, and organizational support. On the other hand, job satisfaction was not shown to have a significant influence in the context of this study.

Influence of Organizational Culture

A strong organizational culture has been shown to have a positive impact on employee performance. An innovative, collaborative, and adaptive organizational culture can encourage employees to perform better and provide better services to patients. A culture that supports creativity and teamwork not only improves operational efficiency but also increases employee job satisfaction. Thus, it is important for hospital management to pay attention to and optimize organizational culture to improve employee performance. Developing a positive organizational culture can be done through various initiatives, such as training programs that focus on collaboration, rewarding innovation, and implementing transparent management practices.

Effect of Employee Competencies

Employee competencies have a significant influence on their performance, as indicated by the significant T-Statistics value (p-value <0.05). Employees who have the skills and knowledge appropriate to their tasks tend to achieve better work results. Employee competencies cover various aspects such as technical skills, communication skills, and problem solving. Therefore, developing employee competencies through training, education, and career development can be an effective strategy to improve employee performance in hospitals. Investment in competency development programs not only improves individual capabilities but also strengthens the competitiveness of the organization.

Effect of Work Motivation

Work motivation is also an important factor affecting employee performance, with significant T-Statistics (p-value <0.05). Highly motivated employees tend to be more dedicated, productive and goal oriented. Factors such as recognition, rewards, promotions, and career development

opportunities can influence employee motivation. Therefore, efforts to increase employee work motivation through recognizing achievements, providing incentives, and creating a supportive work environment can help improve employee performance in hospitals. High work motivation contributes to increased employee loyalty and reduced turnover rates, which in turn has a positive impact on service stability and quality.

Effect of Transformational Leadership

Transformational leadership also has a significant influence on employee performance, with a significant T-Statistics value ($p\text{-value} < 0.05$). A leadership style that motivates, inspires, and pays attention to the individual needs of employees can increase their motivation and job satisfaction. Transformational leaders can create a clear and compelling vision, which motivates employees to work harder and achieve common goals. Thus, it is important for leaders in hospitals to adopt a transformational leadership style to improve employee performance and job satisfaction. Implementation of transformational leadership can be done through leadership training, mentoring, and creating a constructive feedback culture.

Effect of Organizational Support

Organizational support has a significant influence on employee performance, as indicated by a significant T-Statistics value ($p\text{-value} < 0.05$). Organizational support includes aspects such as the availability of resources, assistance from colleagues and superiors, and policies that support employee welfare. Adequate support can improve employee performance by providing them with the tools and resources they need to do their jobs well. Therefore, it is important for hospital management to ensure that organizational support is always available and accessible to all employees.

Job Satisfaction

Job satisfaction is not proven to have a significant influence on employee performance in the context of this study, with T-Statistics values that are not so significant ($p\text{-value} > 0.05$). Although job satisfaction is an important factor in many organizational contexts, the results of this study show that in the case of Cut Mutia General Hospital, this variable does not have a significant direct impact on employee performance.

Managerial Implications

By understanding the significant influence of each of these variables, hospital management can develop effective strategies to improve employee performance, strengthen job satisfaction, and improve the quality of health services provided to the community. Focusing on a positive organizational culture, developing employee competencies, increasing work motivation, implementing transformational leadership, and increasing organizational support can create a work environment that supports and motivates employees to achieve optimal performance. These measures will not only improve individual performance but will also bring long-term benefits to the organization, ensuring that Cut Mutia General Hospital can provide the best health services to the community.

CONCLUSIONS

In the context of North Aceh Cut Mutia General Hospital, this research provides valuable insights for management in improving employee performance and job satisfaction. A strong organizational culture, which encourages innovation, collaboration, and adaptability, can provide a positive impetus for employees to perform better and provide superior service to

patients. By understanding the existing elements of organizational culture and optimizing them, hospitals can create a motivating and productive work environment.

In addition, the research findings also highlight the importance of transformational leadership in improving employee performance. A leadership style that motivates, inspires, and pays attention to individual employee needs can increase employee motivation and job satisfaction. This is in line with motivation theory which states that job satisfaction can be a desired outcome of work motivation, which in turn can improve employee performance.

This research also emphasizes the important role of employee competencies in shaping the quality of their performance. Employees with competencies relevant to job duties and responsibilities tend to achieve better work outcomes. Therefore, it is important for hospitals to pay attention to employee competency development as part of the strategy to improve their performance.

In addition, this study highlights the importance of stress management in the work environment. Work-related stress can be a mediator of the relationship between factors such as transformational leadership, competence, work motivation, and organizational culture with employee performance. By understanding and managing stress well, hospitals can create a healthy and supportive work environment, which will ultimately contribute to improving overall employee performance.

Thus, this study provides a solid foundation for hospital management to develop effective strategies to improve employee performance, strengthen job satisfaction, and enhance the quality of healthcare services provided to the community. By focusing on the aforementioned factors and ensuring strong organizational support, hospitals can create a motivating, productive work environment and deliver quality healthcare services.

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