



Performance and Service Optimization: The Role of Organizational Culture, Leadership and Motivation

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Abstract

This study aims to determine the relationship of each independent variable, namely organizational culture, leadership style, and motivation to the dependent variable, namely employee performance and service at Poso Regional Hospital (RSUD Poso). This study used a sample of 242 hospital employees at Poso Regional Hospital with a sampling technique using the Slovin approach. The data obtained through questionnaires distributed to Poso Regional Hospital employees were then processed using Smart-PLS software with Structure Equational Model (SEM) analysis. The results showed that organizational culture has an influence on employee performance and employee services at Poso Regional Hospital both directly and indirectly, while leadership style has a direct and indirect influence on services and employee performance at Poso Regional Hospital, for motivation variables are only able to directly affect services at Poso Regional Hospital, but in the relationship Performance motivation has a significant effect, while performance is able to explain the positive and significant influence on employee services at Poso Regional Hospital. Leadership style has the greatest influence on service. A situational leadership style is considered effective in improving services. Employee performance as a mediating variable is only effective in the relationship between organizational culture and service, while in the relationship between work motivation and service, performance does not succeed in becoming a significant mediator. The importance of the leader's role in determining the leadership style in supporting organizational operations and emphasizing the need for competent mediators to improve hospital services.

Keywords

Organizational Culture, Leadership Style, Motivation, Performance, Service

1. Introduction

Hospitals are public health service organizations that serve the community at large in the form of services. In order to achieve the desired goals of management, the hospital requires employees to improve their performance. If employee performance increases, the performance of the service organization will also increase. Lousyiana and Harlen (2015) explain that the provision of health services is a top priority for many countries including Indonesia. The increasing need for a reliable workforce is an urgent need experienced by hospitals, both private and government. Everyone who comes into contact with customers becomes a factor that influences customer conclusions about the quality of hospital services. RSUD Poso has the function of organizing health services, education and research effectively and efficiently with guaranteed service quality and patient safety. Given the importance of employee performance in achieving optimal work

quality, it is necessary to study the factors that can improve employee performance to support the success of hospital management. Gibson in Kasmir (2015) states that individual performance is the basis of organizational performance which is strongly influenced by individual characteristics, individual motivation, expectations, and assessments made by management on the achievement of individual work results. Factors that affect individual performance are:

- 1) individual factors including education, skills, background, demographics;
- 2) psychological factors including perception, attitude, personality, learning, motivation, innovation, integrity, cooperation; and
- 3) organizational factors including resources, leadership, career development, rewards, organizational structure, and job design.

The phenomenon that becomes a fact to show regarding organizational culture is still low applied by employees in improving performance. It can be seen that there are still employees who have not been able to develop an innovative and improved organizational culture to advance the organization. Foster (2011), said that an organization can run effectively when supported by human resources. This statement explains that a company or hospital can experience sustainable growth depending on how human resources perform as stated by Armstrong & Taylor (2023) that long-term organizational development and company interests must be in line with the interests of human resources. Due to the increasingly complex conditions of business competition, the company's organization requires quality human resources.

Job satisfaction is one of the important aspects in the practice of human resource management and organizational behavior, Panggabean (2004), suggests that job satisfaction is a feeling of satisfaction of employees or individuals towards any work or treatment of colleagues received while at work. High job satisfaction in the organization is an indicator that the organization is well managed. Job satisfaction is emotionally related, which is influenced by several factors related to work, such as salary, benefits, recognition, working conditions, relationships with coworkers and superiors. The opinion shows that salary, benefits, recognition, working conditions, relationships with coworkers and superiors as predictors for job satisfaction. A different opinion shows that the level of job satisfaction can determine the factor of desire to leave, Ajaz & Mehmood (2015) which explains that job satisfaction is measured by four dimensions, namely satisfied with compensation, supervisor behavior, coworker behavior and working conditions. Tracey & Hinkin (2006), suggest that employee turnover rates are driven by employee dissatisfaction with the work environment which results in a reduction in their contribution to their work. Other things that cause employees to quit are inadequate work environment and the intention to seek other job opportunities (Lee, 2010).

Organizational culture greatly determines employee job satisfaction in the organization, the better the organizational culture in the organization, the higher the level of job satisfaction of its employees. This is confirmed by Fathoni (2006) that job satisfaction is determined by the atmosphere and work environment (organizational culture), according to him organizational cultural factors have a positive effect on job satisfaction. In addition to organizational culture and rewards, leadership factors also affect employee performance. Russel & Stone (2002), Brahmasari and Suprayetno (2008) and Anthony, *et al.* (1999) said that there is a positive relationship between leadership behavior and employee performance.

Work patterns in hospital organizations are indeed very complex and even tend to lead to dealing directly with risks that can occur at any time. This condition positions the importance of the role of all aspects within the organization to keep each other safe and minimize the risks that might be faced. This condition finally shows that the services and performance carried out by an employee in the hospital have a big impact in terms of risk, so that every existing employee must ensure mental readiness while maintaining existing work motivation.

RSUD Poso is currently supported by 571 employees consisting of doctors, pharmacists, nurses, bureaucratic and administrative staff as well as manual labor and security. The number of human resources managed is a challenge in itself which of course is expected to be utilized as a human capital concept that has a positive impact on the hospital. In practice, this condition then encourages how every policy issued by hospital leaders is able to have an impact on all existing employees, both in performance and motivation which of course will greatly help the organization to continue to achieve a good working position.

2. Literature Review

2.1 Concept of Organizational Culture

Organizational culture is the basic philosophy of the organization that contains norms and shared values that characterize how to do things in the organization it will relate to the handle of all human resources in the organization in carrying out its performance (Wibowo, 2011). Organizational culture is a form of assumption that is owned, implicitly accepted by the group and determines how the group feels, thinks, and reacts to its diverse environment (Kreitner and Kinicki, 2003). Robbins & Judge (2009) relate that in a strong work culture, there are characteristics that the organizational culture is oriented towards the performance results of its employees.

2.2 Leadership Style

Contingency Theory proposed by Fiedler (1967) Contingency theory considers that leadership is a process of a leader's ability to exercise influence depending on the group's task situation and the levels of his leadership style, his personality and his approach in accordance with his group. A leader is someone who has the ability to lead, which means having the

ability to influence the behavior of others Cahyani *et al.* (2013). Leadership style is a norm of behavior used by someone when that person tries to influence the behavior of others or subordinates (Siagian, 2018). Suyanto (2008) in Fatimah *et al.* (2016) other leadership styles are defined as leadership style techniques in influencing subordinates in carrying out their duties based on authority and power to carry out management functions.

2.3 Motivation

Motivation comes from the Latin word, "movere" which means drive or motion (Hasibuan, 2019). Motivation also comes from the word "motive" which means everything that encourages someone to act to do something. Work motivation is one of the tools used by leaders so that their subordinates want to work hard as expected. Knowledge of motivation patterns helps managers to understand the work attitudes of each of their subordinates. Hasibuan (2019) reveals that, providing a driving force that creates a person's work enthusiasm, so that they want to work together, work effectively and integrate with all their power and efforts to achieve satisfaction. Meanwhile, Winardi (2016) suggests that work motivation is a potential force within a human being, which can be developed by himself or developed by a number of external forces which essentially revolve around monetary rewards and non-monetary rewards, which can affect the results of his performance positively or negatively.

2.4 Performance

The word performance according to Rivai (2018) is the root of the word "to perform" with several "entries" which means to result, achieve, targeting, evaluation; to do or carry out, execute; to discharge of fulfil as vow; to execute or complete an undertaking; to do what is expected of a person machine. Stolovitch, *et al.* (1992), states that performance is a set of results achieved and refers to the act of achievement and execution of a requested job. Performance is a collection of work that exists in workers (Griffin, 2005) and is influenced by the goals of an organization (Mondy *et al.*, 2015).

2.5 Services

According to Moenir (2015), service is the process of meeting needs through the direct activities of others. These needs include physical needs, social integrity and psychological needs, social, and psychological needs (Sulastiyono, 2011). According to Kotler & Keller (2008), the definition of service is any action or activity that can be offered by one party to another party that is basically intangible and does not result in any ownership. Employee service behavior is the action of individuals (employees) to meet the needs of others (guests or consumers). Optimal service will give satisfaction to the other person. Good service benchmarks through meeting the needs and desires of guests. Service quality assessment is determined by the guest as the user of the service.

3. Methods

This research is quantitative research. Sugiyono (2019) explains that quantitative methods are data analysis methods that are carried out by collecting and analyzing data in the form of numbers with the aim of examining populations and samples which are then analyzed and processed using statistics. The approach used in this research is a quantitative approach that is associative. Associative is a study that asks for cause and effect between two or more variables. This research uses primary data. Data is collected directly from respondents at the research site by collecting respondents' responses through observation and questionnaires. The sample in this study were employees at Poso Regional Hospital as many as 242 employees. Data were analyzed using Structural Equation Model - Partial Least Square (SEM-PLS) analysis with the Smart-PLS analysis tool. The measurement model was tested through convergent validity Average Variance Extracted (AVE > 0.5) and reliability (Cronbach's Alpha > 0.7). Hypothesis testing is done through bootstrapping with t-statistics > 1.96 as a significant criterion (Hair *et al.*, 2019; Fornell & Larcker, 1981). This study then developed the following research framework:

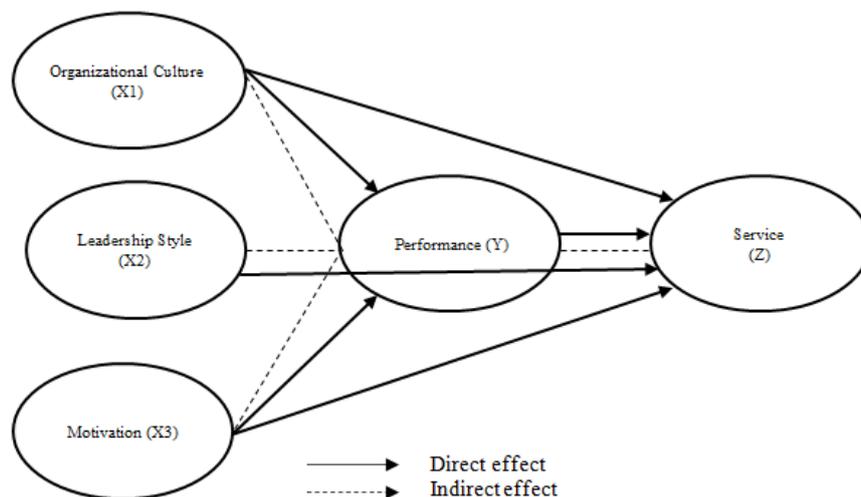


Fig. 1 Framework

4. Findings

This research was conducted at Poso Hospital using a sample of 242 employees. The age range of 20- 30 years was 48 people, 31-40 years was 103 people and above 40 years was 91 people and the number of female respondents totaled 140 and 102 men. The characteristics of respondents were more dominantly those with an Associate's degrees and Bachelor's degrees with 102 and 122 people, compared to those with Masters and Doctoral degrees with 16 and 2 people.

Discriminant validity as a factor cross loading value is to measure whether the construct has sufficient discriminant by comparing the loading value on the construction objective must be greater than the loading value with other constructs. If the correlation of the construct with the measurement point of each indicator is greater than that of other constructs, then the latent construct is able to predict the indicator better than other constructs, which means that the indicator used for the latent construct is said to be valid.

Based on table 1 that the cross loading factor for indicators of organizational culture, leadership style, motivation, performance, and service variables shows the maximum outer loading value and is greater than 0.70, so that the research instrument is said to be discriminatively valid. Overall, all items of each variable are able to explain well the arrangement of indicators in this study.

Table 1 Cross Loading Construct Value

	Organizational Culture (X1)	Leadership Style (X2)	Performance (Y)	Motivation (X3)	Service (Z)
X1.2	0,790				
X1.3	0,736				
X1.4	0,750				
X1.5	0,759				
X1.6	0,834				
X1.7	0,896				
X2.1		0,889			
X2.2		0,813			
X2.3		0,878			
X2.4		0,924			
X2.5		0,859			
X3.1				0,865	
X3.2				0,910	
X3.3				0,788	
X3.4				0,923	
Y1.1			0,731		
Y1.2			0,714		
Y1.3			0,753		
Y1.4			0,836		
Y1.5			0,912		
Y1.6			0,871		
Y1.7			0,817		
Z1.1					0,887
Z1.2					0,809
Z1.3					0,880
Z1.4					0,925
Z1.5					0,861
X1.1	0,772				

Source: processed data of smart-PLS, 2024

Furthermore, to ensure the reliability and validity of the measurement model in this study, a reliability test using Cronbach's Alpha and Composite Reliability (CR) was conducted, as well as a validity test using AVE. Table 2 shows that the Cronbach's Alpha and Composite Reliability values are very high above 0.70 so that the indicators as latent variable measurements are said to be reliable and the AVE value is also greater than 0.5 so that this research instrument is said to be valid.

Table 2 Reliability and Validity Test

	Cronbach's alpha	Composite reliability	Average Variance Extracted (AVE)
Organizational Culture	0,901	0,922	0,628
Leadership Style	0,922	0,941	0,763
Motivation	0,895	0,928	0,763
Performance	0,910	0,929	0,652
Service	0,922	0,941	0,763

Source: processed data, 2024

After conducting reliability and validity tests, the next test is to prove the hypothesis that have been built in this study. The results of the hypothesis test in table 3 conducted on 242 employees found that out of 10 hypotheses, 9 of them were accepted with a positive and high effect (statistic > 1.961) and 1 of them was rejected with a positive but insignificant effect ($1.629 < 1.961$).

Table 3 Path Coefficients and Hypothesis Testing of Direct and Indirect Effects

Hypothesis	Variable			Direct Effect	Indirect Effect	Total Effect	Statistic > 1,961	Result
	Exogenous	Intervening	Endogenous					
1	Organizational Culture (X1)	-	Performance (Y1)	0,762	-	0,762	26,672	Accepted
2	Organizational Culture (X1)	-	Service (Z1)	0,025	-	0,025	3,788	Accepted
3	Leadership Style (X2)	-	Performance (Y1)	0,291	-	0,291	9,374	Accepted
4	Leadership Style (X2)	-	Service (Z1)	1,012	-	1,012	238,09	Accepted
5	Motivation (X3)	-	Performance (Y1)	0,056	-	0,056	2,219	Accepted
6	Motivation (X3)	-	Service (Z1)	0,004	-	0,004	2,506	Accepted
7	Performance (Y1)	-	Service (Z1)	0,034	-	0,034	3,481	Accepted
8	Organizational Culture (X1)	Performance (Y1)	Service (Z1)	0,025	0,026	0,051	3,289	Accepted
9	Leadership Style (X2)	Performance (Y1)	Service (Z1)	1,012	0,01	1,022	3,573	Accepted
10	Motivation (X3)	Performance (Y1)	Service (Z1)	0,004	0,002	0,006	1,629	Rejected

Source: processed data, 2024

5. Discussion

5.1 Effect of Organizational Culture, Leadership Style, Motivation, and Performance on Services

Organizational culture plays an important role in determining the success of an organization. According to Schein (2010), organizational culture is a pattern of assumptions learned by the group in dealing with external and internal problems, which is then taught to new members. A positive organizational culture can improve activities and performance, as seen at RSUD Poso, where strong human values influence patient service and comfort. Hamsiah, *et al.* (2022), Iriantje & Fatmawati (2022), and Parhusip (2023) in their research revealed that organizational culture encourages the good implementation of a service provided to every patient or visitor who comes to the hospital.

Every leader believes that each of his characters will have a direct impact on his leadership model. Posuma (2013) explains that leaders must be able to determine goals, plan, organize, mobilize and control all resources owned, leadership is the main thing in management that plays an important and strategic role for the survival of a company. Leadership style has a significant influence on service quality in organizations, as shown in research at Poso Regional Hospital. Leadership that embraces and nurtures employees is proven to improve service performance. This study also showed that leadership that provides opportunities for employees to develop has a positive impact on their careers. Research by Junarta (2016), Al Wazna, *et al.* (2022), and Mose (2020) suggest that the role of leadership is able to drive service performance by 91.3%, which of course in this finding is a large contribution.

Motivation is described as the strength of a person's tendency to engage in activities that provide satisfaction. Employees in this hospital have good motivation in providing services to patients both in patient handling and administration. This finding reinforces the concept that every employee views success at work as a concept of maximum service and motivation. This also explains the relationship between work motivation and visible services explaining the indicator that is considered the most believed by employees at Poso Hospital as a form of their motivation is social relationships, this is believed to empirically have a real illustration of Poso Hospital employees as a form of their motivation. This condition certainly convinces that work as a public servant in health is a service that is valuable and has an impact on social relations strongly. Maximum service is a working condition and work belief that creates satisfaction to every patient. Research by Puspitawaty (2020), Mulasari & Suratman (2021) found that the influence of work motivation has a positive and significant influence on employee service.

Employee performance is very important for the sustainability and progress of the organization. This performance is oriented towards processes, goals, and results that are in accordance with work standards. The quality of public services is related to systematic and comprehensive services, known as the concept of excellent service (Sinambela, 2006). The quality of public services is the quality or quality of bureaucratic services to the community that are able to meet customer needs. The analysis shows that employee performance is positively and significantly related to excellent service to patients at Poso Regional Hospital. Employee performance must lead to service values that involve moral and moral responsibility in carrying out tasks. Adequate competence will encourage employees to provide maximum service to each patient. This shows that the service in this study focuses on serving patients with primary values at Poso Hospital. Employee performance is assumed to be the entire series of work carried out by employees, both administrative in nature, job responsibilities, and other work values. Therefore, the focus of service development is to ensure that the services provided in the organization cover all these dimensions. Darmawan & Sudewa (2021), Nurhidayat and Zainaro (2020),

and Anggraini (2017) found that the role of performance in driving services is 58.8% which can thoroughly increase the service capabilities provided by each employee.

5.2 Effect of Organizational Culture, Leadership Style, and Motivation on Performance

Kaswan (2018) explains that high-performing organizations have clear values. These values characterize leadership and the way employees behave while at work. Values are guiding principles that direct the journey towards the vision by defining attitudes and policies for all employees that are reinforced through conscious behavior at all levels of the organization. Organizational culture in this study affects performance and it can be interpreted that empirically the practice of implementing organizational culture has a direct impact on employee performance at Poso Regional Hospital. This finding shows that the organizational culture applied by RSUD Poso is able to encourage employee performance both in service and also other performance to existing patients and visitors. Empirical facts show that the stability indicator is the dominant contribution even though the innovation and risk control indicators are the main considerations used as an assessment in measuring organizational culture. Stability in work is a form of consistency in providing the best performance for the company. Poso Hospital employees provide good performance in accordance with their respective fields, this encourages optimal service continuity and sets work standards based on optimization and human or social values. According to Robbins & Judge (2009), it takes a long time for an organizational culture to form. Once formed, the culture tends to be entrenched, making it difficult for managers to change it. These results are supported by the findings of Ali and Agustian (2018) which state that there is a positive influence of organizational culture on employee performance. Handayani (2020) argues that a person's leadership style in leading is very influential and is a determining factor for increasing and decreasing employee performance. therefore, it is clear that institutions need an effective leadership style because in addition to depending on the reliability and ability of employees to operate work units in the organization, effective leadership and the influence and role of leaders are needed because in reality the success of an organization is determined by the leadership and leadership style developed in the organization to achieve organizational goals and objectives. These results indicate a positive influence of leadership style on employee performance at Poso Hospital and empirically interpreted that the practice or leadership style applied at Poso Hospital has a direct impact on the performance of existing employees. A leadership style that encourages and embraces all employees is a reflection of policies that are worth maintaining and leadership practices that are empirically assessed by each employee that the leadership style at Poso Hospital is able to provide opportunities for development to each employee, this behavior certainly encourages and provides work enthusiasm for each employee and of course this development opportunity will directly improve the performance of the employees themselves. Research by Sukmana & Sudibia (2015) and Ruyatnasih, et al. (2013) supports these findings by proving in their research that leadership style affects employee performance. One theory that can be used to explain the influence of motivational factors on employee performance is Wyatt's Performance Formula theory. Wyatt's Performance Formula theory as quoted by Atmosoeparto (2001) states that $P = f(a, m)$. The formula can be read that performance (performance = p) is a function (function = f) of ability (ability = a) and motivation (motivation = m). This means that the good and bad performance of a person is influenced by the high and low motivation. This formulation also shows that efforts to improve performance must involve motivational factors. Timpe (1991) states that motivation is a strong force (drive) from within a person to carry out activities. Thus, all activities are caused by motivation. If there is no motivation, there will be no activity. The empirical facts found in this study show that work motivation affects the performance of Poso Hospital employees. This finding reinforces all forms of theory and several other findings that explain the strong relationship between work motivation and employee performance, that in carrying out their duties as employees of Poso Regional Hospital, their motivation is able to encourage good and maximum performance. The application of motivation which is then based on several strong indicators will give birth to a maximum work drive and in accordance with hospital expectations. This finding is also supported by the study of Rahmayanti & Afandi (2014) that increasing high motivation can have a positive impact on employee performance because without good motivation from employees it will be difficult for companies to achieve optimal results.

5.3 The Effect of Organizational Culture on Service through Performance

Mercer in Harmaily (2019) formulates that organizational culture has a totality of behavior patterns and characteristics of an organization's employees' thoughts, beliefs, services, behaviors and actions. A positive organizational culture plays an important role in improving performance and services at Poso Hospital. The human values instilled in the organizational culture at Poso Hospital contribute to comfortable and satisfying services for patients. Research shows that organizational culture has a significant effect on service through employee performance. Good service conditions are supported by organizational culture and also the performance of each existing employee, the result is that a strong and positive culture will encourage each employee to provide maximum and competent performance so that it will directly increase the value of existing hospital services.

Employee performance is a strong connecting variable between organizational culture and service quality, where a strong culture encourages maximum performance from each employee, which in turn improves hospital services. This finding confirms that organizational culture must be accepted and applied thoroughly by all employees to achieve optimal results in public services. This study also indicates that the role of employee performance as an intervening variable has a greater positive effect than the direct effect of organizational culture on service. This is an important finding in research related to the influence of organizational culture on service in hospitals, although the existing literature is still limited.

5.4 The Effect of Leadership Style on Service through Performance

Leadership in government organizations greatly influences the success or failure in carrying out tasks and implementing good governance. Leadership weaknesses can be the cause of declining bureaucratic performance, as expressed by Istianto (2011). A leadership style that is appropriate to the organizational situation can increase employee morale and affect the success of the agency. This study shows that the path analysis between the relationship between leadership style and Poso Hospital services through employee performance is stated to have a positive and significant effect, which directly and indirectly leadership style has an impact on Poso Hospital services.

This illustration is a clear manifestation of how important a leader's role is in carrying out the agency's operational activities. In this research it is also seen that the role of employee performance as a mediating or intervening variable is only able to have a specifically not so large impact, in fact the direct effect of leadership style on hospital services is much greater than the existence of intervening variables. Sureskiarti, *et al.* (2020) who conducted research at the Long Ikis Health Center found the results that leadership style has a positive and significant influence on the services at the health center. In this research, it was found that the leadership style used tends to have a situational nature that is tailored to the needs and conditions that occur in each working unit.

5.5 The Effect of Motivation on Service through Employee Performance

The relationship between work motivation and hospital services through employee performance looks positive but not significant, the statistical value obtained is unable to be greater than the statistical standard value that has been applied, namely, $1.629 < 1.97$. The condition illustrates interesting findings, that the relationship between work motivation mediated by employee performance in explaining its relationship with hospital services is not significant, meaning that in terms of relationship, work motivation is still better related to services directly because it has a significant impact. This finding is a novelty in this research because in fact in the field, Poso Regional Hospital employees provide results that the services provided by the hospital are not influenced by employee work motivation factors which are then explained by performance.

Employees consider that the motivation they have is sufficient and able to explain good and maximum service without needing to be measured through employee performance considering that the tasks and responsibilities are different from one another. Research by Rosyita, *et al.* (2021) shows that employee performance has no relationship or is not influenced by competence, but rather work motivation, this is what makes Cibinong Bogor Hospital employees provide good service.

6. Conclusions

Referring to the results of the analysis that has been carried out on the causal relationship of the variables mentioned above, the findings of this study reveal that:

1. Leadership style is the variable with the greatest impact and influence in explaining hospital services. This is due to empirical conditions, which of course in terms of impact, a leader is a strong captain in determining the standards and achievements expected by each organization. A leadership style that is situational or based on working conditions is a form of succession in providing good service for patients and hospital visitors.
2. Overall, the position of employee performance as an intervening or mediating variable only works better in the condition of the relationship between organizational culture and service with more statistical impact on the indirect relationship than the direct relationship between organizational culture and service, while for both independent variables the relationship to service tends to be more optimally explained directly without mediating variables.
3. In the relationship between work motivation and service through performance, it is found that performance is not able to be a good mediator variable, this is evidenced by the insignificance of the model relationship.

The research results that have been obtained have formulated a hospital service improvement model that is empirically able to provide a good and continuous explanation between one variable and another, but it should be noted that this model requires a lot of reinforcement and broader in-depth references. This is related to the condition and position of the employee performance variable as a mediator which is then expected to be able to explain and connect well to the service variable, which in general and in practice is understood as one element that is bound and cannot be separated. This condition is an important recommendation in this research that an appropriate and competent mediator is needed to explain and connect to existing services. However, the model that has been developed by researchers in this research has provided a strong and empirical picture of the important role of leaders in determining the leadership style chosen and implemented as a form of support and operational system in running the existing organization.

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