

Performance of Health Workers at XYZ Hospital with Job Satisfaction as a Mediating Variable

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Abstract

This study aims to determine the effect of job satisfaction on the performance of health workers at XYZ Hospital, with the variables of leadership, organizational culture and organizational support as independent variables. The population in this study were all health workers who worked for at least one year at XYZ Hospital. The sampling technique was determined by using the purposive sampling method. PLS-SEM data analysis technique using analysis software SmartPLS version 3.0. The results of this study indicate that H1 leadership has a positive and significant effect on job satisfaction. H2 organizational culture has a positive and significant effect on job satisfaction. H3 organizational support has a positive and significant effect on job satisfaction. H4 job satisfaction has a positive and significant effect on performance.

Keywords

Leadership; organizational culture; job satisfaction



I. Introduction

In theory, an employee's performance is deemed good if they can contribute to their work by applying and enhancing their knowledge and abilities, taking ownership of their work, and working effectively and efficiently. When an individual is effective, he or she meets all of the company's objectives, while efficiency refers to meeting performance goals while using the fewest resources possible. Thus, performance evaluation is required to comprehend the entire performance of personnel. Financial statements are basically a source of information for investors as one of the basic considerations in making capital market investment decisions and also as a means of management responsibility for the resources entrusted to them (Prayoga and Afrizal 2021). Financial performance is a measuring instrument to know the process of implementing the company's financial resources. It sees how much management of the company succeeds, and provides benefits to the community. Sharia banking is contained in the Law of the Republic of Indonesia No.21 of 2008 article 5, in which the Financial Services Authority is assigned to supervise and supervise banks. (Ichsan, R. et al. 2021)

Like other hospitals, XYZ Hospital requires high-performing employees in areas such as security, customer service, and most importantly staff including doctors, nurses, midwives, and health analysts. Improved quality will enhance public health and competitiveness, especially in Indonesia, where better health services are required. According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. However according to Kasmir (2016) that performance is the result of work and work behavior of a person in a period, usually 1 year. Then the performance can be measured by the ability to complete the tasks and responsibilities given. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance.

The nurse is one of the most common jobs and represents the hospital's reputation. Nurses work alongside doctors to provide community health care. Both the patient and the nurse's supervisors can see and evaluate the nurse's performance. Evaluation of nurse performance is critical so that XYZ Hospital has a clear image of the nurse's performance.

Concerning the XYZ Hospital's strategy and development challenges. According to the findings of interviews with the head of the medical nursing committee at the XYZ Hospital, there are issues in the nursing department regarding the length of time it takes to deliver services to patients, the quality of health services at XYZ Hospital is not optimal, and there are lack of quality and quantity of human resources, also there is increasing competition for professionalism in the nursing field as a result of globalization.

Further, it was also found that there was a decrease in the performance of health workers at the XYZ Hospital based on a decrease in absenteeism in April - July 2021. Other findings revealed that many health care providers are concerned about the presence of a harmful new strain of covid-19. To address these issues, hospital administration provides information and education on the new variant, as well as ensuring that all health personnel are provided with personal protective equipment that meets Covid-19 handling guidelines.

Of course, some of the issues stated above can have an impact on the performance of health personnel at XYZ Hospital. This is a barrier for management in terms of continuously managing human resources. To support this research, the following is a literature review that can be used as evidence in issue resolution.

Based on the above phenomenon gap, researchers are interested in analyzing the performance of health workers at XYZ Hospital which is influenced by leadership, organizational culture, organizational support in terms of job satisfaction, so this study aims to determine the influence of leadership, organizational culture and organizational support on job satisfaction and its impact on the performance of health workers at XYZ Hospital.

II. Review of Literature

2.1 Relationship of Leadership on Job Satisfaction

Leadership in a company can have a positive impact on employee job satisfaction. According to Al-Sada et al. (2017), Nizamuddin & Napitupulu (2018), and Purwadi et al. (2020) reveal that leadership has a positive and significant effect on job satisfaction. Likewise, it also highlight that good leadership towards employees will have a positive impact on job satisfaction.

Moreover, according to Musinguzi et al. (2018) conclude that leadership has an impact on work motivation and job satisfaction in working collaboratively within the health workforce. Meanwhile, al Harbi et al. (2019) and Zheng et al. (2019) highlight that if the desired leadership style in employees is in accordance with task performance, employees will feel satisfaction at work. Where in this study explains that there is a positive and significant influence of leadership on job satisfaction.

Research conducted by Agustini (2018), Prahasti & Wahyono (2018), Sari et al. (2014), and Satyawati & Suartana (2014) argue that leadership is one of the factors of job satisfaction in the company. Thus, demonstrating the critical role of leadership in job satisfaction.

H1: leadership has a positive and significant effect on job satisfaction

2.2 Relationship of Organizational Culture on Job Satisfaction

According to Wallach 1983 research in (Al-Sada et al., 2017), the outcomes for an individual such as job satisfaction depend on the match between individual characteristics and organizational culture.

The level of job satisfaction and creativity will rise as a result of the organizational culture (Sami et al., 2011). The creation of job satisfaction is supported by an organizational culture and leadership style that is well applied and can be accepted by all employees in an organization. According to Raharjo & Nafisah (2006) claim that job satisfaction is an important practical concept, because it is the result or impact of the effectiveness of performance and work success.

In research Prahasti & Wahyono (2018), Reskantika et al. (2019), and Satyawati & Suartana (2014) explain that organizational culture has a positive and significant effect on job satisfaction. Therefore, a good organizational culture can lead to good job satisfaction from employees. Likewise with the research conducted by Brahmasari & Suprayetno (2008), Prahasti & Wahyono (2018), and Sari et al. (2014) which shows the same result that organizational culture has a positive and significant effect on job satisfaction.

H2: organizational culture has a positive and significant effect on job satisfaction

2.3 Relationship of Organizational Support on Job Satisfaction

According to Sari (2019), there is a positive and significant influence of organizational support on job satisfaction which proven by the existence of a relationship between aspects of organizational support on aspects of job satisfaction and this is supported by the results of Maula & Afrianty (2017) in (NK Sari, 2019). Further, Azwar et al. (2016) also conclude that there is a significant positive relationship between organizational support and job satisfaction

Moreover, Sopiah (2008) reveal that employees who lack organizational support from the company are important factors that encourage job satisfaction such as mentally challenging work, acceptable rewards, supportive working conditions and coworkers.

The high level of organizational support felt by employees will increase job satisfaction for employees. The results of research conducted by Filipova (2011) in (Novira & Martono, 2015) states that there is a positive and significant relationship between perceptions of organizational support on job satisfaction. This is also supported by Azwar et al. (2016) which states that organizational support has a positive and significant effect on job satisfaction.

H3: organizational support has a positive and significant effect on job satisfaction

2.4 Relationship of Job Satisfaction on Performance

Research conducted by Kertabudi & Aripin (2015) in (Eliyana & Ma'arif, 2019) reveals about job satisfaction on performance or work performance which resulting very important to increase job satisfaction in the organization. Likewise with opinions of Diab & Ajlouni (2015), Osiokalu et al. (2015) who examine the relationship between job satisfaction and employee performance had a positive and significant effect.

Further, according to Herzberg (1959), and Hutabarat (2015) found that job satisfaction has a positive and significant effect on performance. The results of the next study aimed to find out the relationship between two variables, job satisfaction and performance, both of which showed significant and positive results. Meanwhile, according to Nabawi (2020), and Purwadi et al. (2020) conclude that job satisfaction showed a negative and insignificant effect on employee performance.

Moreover, several studies reveal that job satisfaction has a positive and significant effect on performance and it is recognized by Ezeanyim & Ufoaroh (2019), and Tasman et al. (2021) which states that there are two factor theories that are strongly based on the fulfillment of needs because of their interest in the best way to satisfy workers, so that if companies want their employees to maximize their work, they must fulfill job satisfaction.

In research by Sabuhari (2019) revealed that job satisfaction has a positive and significant impact on employee performance. This is supported by several research such as Agustini (2018), Agustyna & Prasetio (2020), Azwar et al. (2016), Djamaludin (2009), and Prahasti & Wahyono (2018)

H4: job satisfaction has a positive and significant effect on performance

2.5 Framework of Thinking

Based on the development of the hypothesis described above, it can be concluded that the research model is as follows:

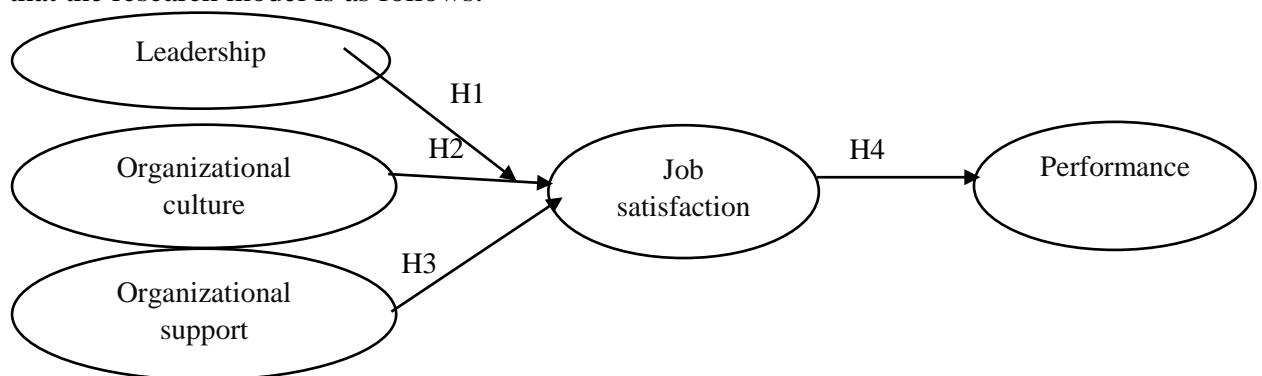
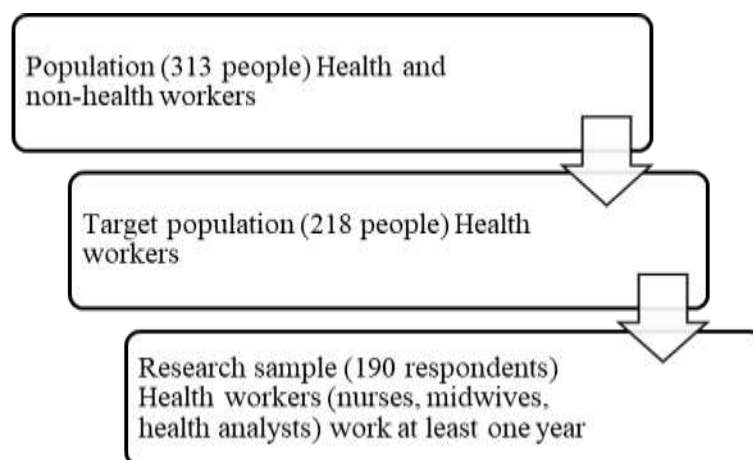


Figure 1. Framework of Thinking (Source of replication: Al-Sada, et al. 2017)

III. Research Method

The object of this research is the performance variable which is the dependent variable which is discussed in the research at the XYZ Hospital. This research was conducted with a quantitative research method approach, using a structured, formal and specific design and has a detailed operational design.



This study uses PLS-SEM data analysis techniques using SmartPLS version 3.0 software analysis which is used to analyze the factors that contribute to an event and require normal and multivariate data distribution and do not require multicollinearity between exogenous variables.

IV. Result and Discussion

4.1 Descriptive Analysis

a. Gender

Table 1. Profile of Respondents Based on Gender in Actual Research

Gender	Number of respondents	
	Frequency	Percentage
Man	16	10%
Woman	144	90%
Total	160	100%

Source: Results of data processing SmartPLS version 3.0 (2020)

Table 1 describes the gender profile in hospitals where the majority of health workers are women, with 90% of the respondents. This is indeed a demand for XYZ Hospital, where the large number of female nurses causes a lack of personnel who have strong energy and stamina in carrying out the action. However, this can be anticipated with training and exercise.

b. Age

Table 2. Profile of Respondents by Age Group in Actual Research

Age	Number of respondents	
	Frequency	Percentage
20-30	48	30%
31-40	96	60%
41-50	16	10%
51-60	0	0%
>61	0	0%
Total	160	100%

Source: Results of data processing SmartPLS version 3.0

Based on table above, the actual research shows that 60% of the respondents in this study were aged 31-40 years. Then 30% of respondents aged 20-30 years and 10% of respondents aged 41-50 years and no respondent or 0% over 51 years. It can be seen that, the average age of health workers at XYZ Hospital is at the age of young adults, where the level of maturity in work is one of the indicators in XYZ Hospital in maintaining performance stability, so that with a good age, mature and experienced, the organization and operations of the XYZ Hospital can run well and consistently.

4.2 Status of Health Workers

Table 3. Profile of Respondents Based on Status of Health Workers in Actual Research

Health worker status	Number of respondents	Percentage of Respondents
Nurse	127	79.4%
Midwife	21	13.1%
Analyst	12	7.5%
Total	160	100%

Source: Results of data processing SmartPLS version 3.0 (2020)

Based on table above, the actual research shows that the respondents in this study consisted of 79.4% nurses, then 13.1% were midwives and 7.5% were health analysts. It can be seen from these data that it is indeed a nurse who plays an important role in operational activities at XYZ Hospital. Nurses are the frontline health workers in the actual research respondents who are directly related to hospital operations. With the majority of nurses in this actual study, it is hoped that they will be able to provide a good description of this research.

4.3 Length of Work

Table 4. Profile of Respondents Based on Length of Work in Actual Research

Years of service	Number of respondents	
	Number of respondents	Percentage of respondents
< 1 year	0	0%
> 1 year	160	100%
Total	160	100%

Source: Results of data processing SmartPLS version 3.0 (2020)

Based on table above, it shows that 100% of the health workers who work at the XYZ Hospital are health workers who work for more than one year.

4.4 Education Level

Table 5. Profile of Respondents Based on Education Level in Actual Research

Last Education	Number of respondents	Percentage of respondents
Senior/Vocational High School equivalent	0	0%
Diploma 3 (D3)	153	95.6%
Diploma 4 (D4)	2	1.2%
Bachelor (S1)	5	3.1%
Total	160	100%

Source: Results of data processing SmartPLS version 3.0 (2020)

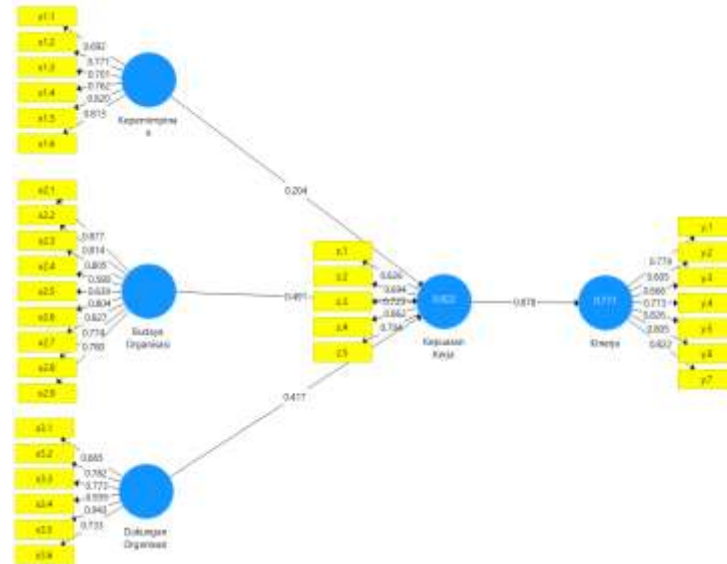
In this study, the analysis of the level of education on table above illustrates that the majority of 95.6% of employees are Diploma 3, while 3.1% are Bachelor, and 1.2% are diploma 4. This shows that the level of education is very influential and important in improve organizational performance, especially in the capacity to realize superior quality health services as well as patient safety and security. This statement is also supported by Raymond (2017) which mention that the in terms of education requirements, the healthcare industry is quite competitive. Because the majority of respondents are nurses with a diploma 3 degree, this does not mean that the health services at XYZ Hospital are

inadequate, as education and seminars required of health workers keeping science and knowledge current.

4.5 Data Analysis

a. Evaluation Measurement Model (Outer Model)

The results of the convergent validity test are as follows:



Source: Results of data processing SmartPLS version 3.0 (2020)

Figure 2. PLS Algorithm Path Model

The results of the prerequisite test can be continued after the results of the factor loading have met the requirements, which do not interfere with other composite values. Furthermore, the convergent validity test which aim to see the test results based on the average variance extracted (AVE) value.

Table 6. Average Variance Extracted Result

Variable	AVE	Critical Value	Description
Leadership	0.582	> 0,5	Valid
Organizational Culture	0.596	> 0,5	Valid
Organizational Support	0.660	> 0,5	Valid
Job satisfaction	0.585	> 0,5	Valid
Performance	0.574	> 0,5	Valid

Source: Results of data processing SmartPLS version (2020)

Table 6 shows that the three variables used in this study are valid because they produce an AVE value > 0,5. Testing the validity of the actual research must also go through testing the discriminant validity factor. Discriminant validity is carried out to see the extent to which a construct is really different from other constructs by empirical standards, so that it is able to capture phenomena that are not represented by other constructs in the model (Hair et al., 2017).

Table 7. Fornell-Larcker Criterion

	Organizational Culture	Organizational Support	Leadership	Job Satisfaction	Performance
Organizational Culture	0.772				
Organizational Support	0.532	0.769			
Leadership	0.913	0.387	0.763		
Job Satisfaction	0.899	0.757	0.813	0.759	
Performance	0.988	0.537	0.881	0.878	0.758

Source: Results of data processing SmartPLS version (2020)

Table 7 shows the results of the discriminant validity test have a total value of the square root of AVE, where for each construct variable has a value greater than the correlation. So, discriminant validity is declared good based on the Fornell-Larcker Criterion (Hair, et.al. 2017).

4.6 Evaluation Measurement Model (Outer Model): Reliability Test

Hair et al. (2017) explained that the value of composite reliability was accepted in the range of values 0, 70 – 0, 90, satisfactory. The following are the results of further reliability tests in this actual research.

Table 8. Reliability Test Results: Composite reliability in actual research

	<i>Composite Reliability</i>	<i>Rule of Thumb</i>	<i>Result</i>
Leadership	0.893	>0.70	Reliable
Organizational Culture	0.929	>0.70	Reliable
Organizational Support	0.920	>0.70	Reliable
Job satisfaction	0.875	>0.70	Reliable
Performance	0.903	>0.70	Reliable

Source: Results of data processing SmartPLS version (2020)

Table 8 describes the composite reliability test of each variable which explains that the six variables are considered as reliable.

4.7 R-Square Value Test

According to Hair et al. (2017), obtaining a high R-square value is hard since it is dependent on the complexity of the model and the research model; however, values greater than 0,75 are considered to be in the high category.

Table 9. R-Square Value Results

Variable	R Square
Job satisfaction	0.922
Performance	0.771

Source: Results of data processing SmartPLS version (2020)

4.8 Hypothesis Test

The following table is the result of the interpretation of the hypothesis test by testing the one-tailed test, using a t-table of 1.96 with a significant value of 0,05. *Bootstrapping* testing is carried out to test the hypothesis and get the t-statistic value:

Table 10. Path Coefficient Value Test Results; t-statistics and p-value in Actual Research

Code	Hypothesis	Original Sample	T statistics	P values	Conclusion
H1	Organizational Culture -> Job Satisfaction	0.491	11.754	0.000	Accepted
H2	Organizational Support -> Job Satisfaction	0.417	15.871	0.000	Accepted
H3	Leadership -> Job Satisfaction	0.204	5.597	0.000	Accepted
H4	Job Satisfaction -> Performance	0.878	63.372	0.000	Accepted

Source: Results of data processing SmartPLS version (2020)

The following are the outcomes of the above-mentioned table:

1. There is a significant effect of Organizational Culture -> Job Satisfaction, since the Prob value is $0,000 < 0,05$. Thus, there is an influence between the Organizational Culture -> Job Satisfaction, or in other words H_0 is rejected and H_a is accepted.
2. There is a significant effect of Organizational Support -> Job Satisfaction, since the Prob value is $0,000 < 0,05$. Thus, there is an influence between the Organizational Support -> Job Satisfaction, or in other words H_0 is rejected and H_a is accepted.
3. There is a significant effect of Leadership -> Job Satisfaction, since the Prob value is $0,000 < 0,05$. Thus, there is an influence between the Leadership -> Job Satisfaction, or in other words H_0 is rejected and H_a is accepted.
4. There is a significant effect of Job Satisfaction -> Performance, since the Prob value is $0,000 < 0,05$. Thus, there is an influence between the Job Satisfaction -> Performance, or in other words H_0 is rejected and H_a is accepted.

Thereby, the results of bootstrapping calculations on hypothesis testing state that all of the hypotheses is accepted. The calculation of the fourth hypothesis, with the statement that job satisfaction mediates leadership, organizational culture and organizational support on performance that can be explained based on the following below.

Table 11. Path Coefficient Value Test Results; t-statistics and p-value in Actual Research using the results of Total effects

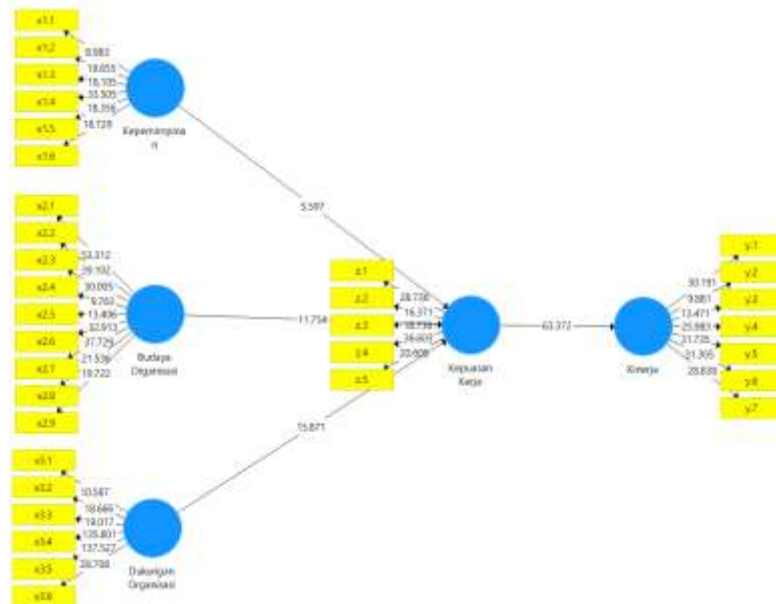
Code	Hypothesis	Original Sample	T statistics	P values	Conclusion
H1	Organizational Culture -> Job Satisfaction -> Performance	0.431	10.397	0.000	Accepted
H2	Leadership -> Job Satisfaction -> Performance	0.179	5.651	0.000	Accepted
H3	Organizational Support -> Job Satisfaction -> Performance	0.366	18.272	0.000	Accepted

Source: Results of data processing SmartPLS version (2020)

The following are the outcomes of the above-mentioned table:

1. There is a significant effect of Organizational Culture -> Job Satisfaction -> Performance, since the Prob value is $0,000 < 0,05$. So that there is an influence between the Organizational Culture -> Job Satisfaction -> Performance, or in other words H_0 is rejected and H_a is accepted.
2. There is a significant effect of Leadership -> Job Satisfaction -> Performance, since the Prob value is $0,000 < 0,05$. So that there is an influence between the Leadership -> Job Satisfaction -> Performance, or in other words H_0 is rejected and H_a is accepted.
3. There is a significant effect of Organizational Support -> Job Satisfaction -> Performance, because the Prob value is $0,000 < 0,05$. So that there is an influence

between the Organizational Support -> Job Satisfaction -> Performance, or in other words H_0 is rejected and H_a is accepted.



(Source: Results of data processing SmartPLS version 3.0 (2020))

Figure 4. PLS Bootstrapping Path Performance Model – Actual Research Respondents.

4.9 Discussion

a. Relationship between Leadership on Job Satisfaction

According to the test result, there is a positive and significant effect between Leadership on Job Satisfaction, so the first hypothesis is accepted. Thus, it can be explained that the better the leadership, the higher the job satisfaction of employees. This is confirmed by Bangun (2012) which states that, one way related to human resources so that they can become a source of competitive advantage is through increasing human capital to be able to recognize and adapt to an ever-changing environment. Therefore, human resources must be managed properly in order to compete. Furthermore, someone will be able to influence the performance of an organization, depending on how to carry out leadership activities (Bangun, 2012). Errors in determining the leadership style will affect the decline in performance, high levels of absenteeism, and turnover.

The results of this study are in accordance with the results of research conducted by Bass (1990) which states that transformational leadership has a high correlation to employee job satisfaction. Further, Bass (1990) stated that to be a transformational leader, one must be able to motivate and inspire others, as well as create a positive working environment where employees can interact freely with their superiors.

Research conducted by Emery & Barker (2007) proves that leadership can affect employee work. Similar results were found in a study conducted by Rad & Yarmohammadian (2006) which found leadership has an influence on employee job satisfaction. The study stated that employees with leaders who apply participative leadership have higher satisfaction.

The results of this study support several opinions and theories about leadership such as Agarwal & Atalla (1986), DuBrin (2005), Koontz (1980), Pabundu Tika (2006), Kreitner & Kinicki (2005), Yukl (1989) in Kreitner & Kinicki (2005), Ohio State University Studies in (TW Robbins, 1996), and Hersey & Blanchard in (Brahmasari & Suprayetno, 2008)

b. Relationship between Organizational Cultures on Job Satisfaction

According to the test result, there is a positive and significant effect between Organizational Culture on Job Satisfaction, so the second hypothesis is accepted. Thus, it can be explained that the better the organizational culture, the higher the job satisfaction of employees. With the formation of a good organizational culture will cause employees to be more engaged in work in order to achieve higher performance. Organizational culture will increase the level of job satisfaction and high creativity (Sami et al., 2011). The creation of job satisfaction is supported by an organizational culture and leadership style that is well applied and can be accepted by all employees in an organization.

Organizational culture will also affect employee performance. Kotter & Heskett (1997) argue that in competitive environments, a strong culture can have a stronger impact on individuals and performance than other aspects, such as organizational structure, financial analytic tools and leadership.

Organizational culture is a philosophy, ideology, values, assumptions, beliefs, expectations, attitudes and norms that are shared and binding in a particular community. Lok & Crawford (2004) shows that organizational culture has a significant effect on employee job satisfaction. As a result, employees who work in bureaucratic companies are less satisfied and committed to their jobs than those who work in innovative businesses.

The results of this study support several opinions about organizational culture put forward by experts as follows: Marcoulides & Heck (1993) in (Brahmasari & Suprayetno, 2008), Schein in (Pabundu Tika, 2006), Deal & Kennedy (1982) in (Pabundu Tika, 2006), and Robbins (2001) in (Koesmono, 2005).

c. Relationship between Organizational Supports on Job Satisfaction

According to the test result, there is a positive and significant effect between Organizational Support on Job Satisfaction, so the third hypothesis is accepted. Therefore, a better organizational support means a higher level of job satisfaction for employees. A reciprocal desire to do good deeds for one's employer is triggered when employees feel supported by their employer in the sense that they are respected at work, which in turn leads to an increase in performance (Afzali et al., 2014).

Supporting the establishment of employee welfare, one of which is realized organizational support, is one of the main aspects that management can do to create job satisfaction for its employees. According to S. Robbins et al. (2013) perceived organizational support can be characterized as employees' belief that the organization values their efforts and is concerned about their well-being.

Perception of organizational support refers to employees' perceptions of the extent to which the organization values contributions, provides support, and cares about their well-being (Rhoades & Eisenberger, 2002). If the employee perceives that the organizational support he receives is high, then the employee will integrate membership as a member of the organization into his identity and then develop a more positive relationship and perception of the organization.

Based on the results of previous research conducted by Colakoglu et al. (2010) shows that the perception of organizational support has a positive and significant effect on job satisfaction. Therefore, the high perception of organizational support felt by employees will increase job satisfaction for employees. Moreover, Filipova (2011) states that there is a positive and significant relationship between perceptions of organizational support on job satisfaction

d. Relationship between Job Satisfaction on Performance

According to the test result, there is a positive and significant effect between Job Satisfaction on Performance, so the fourth hypothesis is accepted. Thus, it can be explained that the better job satisfaction received, the better the employee performance will be. Employee performance is known to have a positive influence on the achievement of company goals. Further, Nzuve & Njambi (2015) argues that employee performance is very important because it is related to organizational results and success. Employee performance depends on several factors such as job satisfaction and organizational support (Du et al., 2015; Siengthai & Pila-Ngarm, 2016).

According to Robbins & Judge (2015) explains that job satisfaction is a positive feeling about a job resulting from job evaluation, job satisfaction is representative of the attitude given by employees towards the company. Furthermore, Badeni (2013) claim that job satisfaction is the attitude of employees towards their work which can be in the form of positive or negative attitudes, satisfied or dissatisfied employees. Job satisfaction can affect the performance of employees. Because when employees feel job satisfaction it will have an impact on the performance provided by the employees themselves to be more effective.

According to Kuswadi (2004), employee satisfaction can help maximize company profits in four ways, namely satisfied employees produce higher-quality work, satisfied employees are more productive, satisfied employees stay longer at the company, and satisfied employees work more efficiently, which results in satisfied customers. "Self-actualization requires job contentment." Employees who are dissatisfied with their jobs will never acquire psychological development. Employees who are satisfied with their jobs perform better than those who are dissatisfied with their jobs. Thus, satisfied employees will advocate for organizational change and progress. Employees that are satisfied with their employer typically perform well (Porter et al., 1974).

V. Conclusion

In conclusion, Leadership has a positive and significant effect on Job Satisfaction is accepted in H1. The notion that Organizational Culture has a positive and significant effect on Job Satisfaction is accepted in H2. Moreover, Organizational Support has a positive and significant effect on Job Satisfaction is accepted in H3. Furthermore, Job Satisfaction has a positive and significant effect on Performance is accepted in H4, along with the statement that job satisfaction mediates leadership, organizational culture and organizational support on performance. As a consequence, the accepted hypothesis is that the three variables are extremely essential in terms of Performance.

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