

The Influence of Leadership Style and Organizational Culture on Employee Performance (A Case Study at Otanaha General Hospital, Gorontalo City)

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Abstract

This study aims to determine the effect of leadership style on employee performance. The influence of organizational culture on employee performance. The influence of leadership style and organizational culture together on employee performance. This study uses a quantitative method with the type of explanatory research. The population in this study were all employees who worked at Otanaha Hospital, Gorontalo City, namely 270 people. The data collection method in this study uses probability sampling, with random sampling technique. Then set the sample in this study as many as 161 respondents. The method of data analysis in this study used simple regression analysis with the SPSS version 24. The results showed that leadership style had a positive influence on employee performance at Otanaha Hospital, Gorontalo City. Organizational culture has a positive influence on employee performance at Otanaha Hospital, Gorontalo City. Leadership style and organizational culture together have an influence on employee performance at Otanaha Hospital, Gorontalo City.

Keywords

Leadership style; organizational culture; employee performance



I. Introduction

Company competition is becoming increasingly tight and complex due to globalization. Rapid business developments encourage companies or organizations to optimize their human resources to face competition, especially in the health sector. Human resources are one of the most important factors that cannot be separated from an organization. The hospital, which was previously a social institution, is now developing into an increasingly competitive service industry. Therefore, companies must have good human resources, because the progress of an organization cannot be separated from the existence and influence of human resources in it. Therefore, it is necessary to strive for the highest individual work performance because it can affect overall organizational performance (Megawaty, Saeni, and Baottong, 2021).

Otanaha General Hospital is one of the links in the delivery of health services, as well as an organization with an open system and always interacts with the environment to achieve a dynamic balance. Otanaha General Hospital is one of the health services in Gorontalo City, where carrying out activities and achieving goals is determined by the performance of employees as one of the company's resources.

A pre-survey was conducted of 30 employees related to employee performance that occurred at Otanaha Hospital, which showed the ability to complete the job in accordance with work quality standards was the lowest aspect compared to other aspects. This will affect a company and can slow down the company in achieving its goals.

Employee performance is influenced by various factors, including leadership style and organizational culture. Efforts to improve the performance of a leader's company must pay attention to leadership style to influence, direct, and coordinate members of the organization so that they are able to carry out their duties and can realize company goals. Leadership style is a method used by a leader to influence the behavior of others to achieve goals (Pawirosumarto, Katijan, and Gunawan, 2017). When this influence can achieve the desired goal, it will create the quantity and quality produced or the services provided by employees who carry out work in the form of employee performance.

Based on the survey, the aspect related to the leader supervising the duties of subordinates strictly was the lowest aspect compared to other aspects of leadership style at the Otanaha Hospital, Gorontalo City. This shows that as many as 40% of employees consider the manager who leads them to apply high internal standards in every activity, so they often feel pressured at work. This feeling of pressure can arise due to several factors, one of which is an inappropriate leadership style. This of course will affect employee performance to be less than optimal, even though this is done for the sake of giving the best.

In addition to leadership style, one of the factors that affect employee performance in a company is organizational culture, because by creating a good organizational culture and supported by collaboration with fellow employees, results will be achieved that can improve employee performance (Hendriyaldi, 2019).

Conditions regarding organizational culture based on a pre-survey conducted on 30 employees with the result of the statement "leaders focus on results not on the techniques used", was the lowest aspect compared to other aspects of organizational culture. There were 37% of employees who disagreed with this statement, this is an indication that organizational culture issues have an impact on work behavior and employee performance at Otanaha Hospital. Thus, for organizational culture to function effectively, leaders can be oriented or focus on developing employee skills to improve the quality of employee performance.

Based on the data described on the pre-survey, related to leadership style, organizational culture, and employee performance at Otanaha Hospital, has not been optimally implemented. Obtained gap research in previous studies indicating that high employee performance is expected by the company. The more employees who have high performance, the best performance will always be maintained. The progress and success of the organization is highly dependent on employee performance. Therefore, to find out how far the performance of employees, organizational leaders need to know how the attitudes and behavior of their employees. The role of the leader is so important that the issue of the leader is a factor that attracts the attention of researchers in the field of organizational behavior. A leader shapes culture and is in turn shaped by the resulting culture. Considering the importance of the problem and to address the above conditions, a study was conducted relating to leadership style, organizational culture, and performance.

II. Review of Literature

2.1 Human Resource Management

Larasati (2018) says human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve individual and organizational/company goals. Human resource management is needed so that the use of HR becomes effective and efficient, so that it can help achieve company goals.

2.2 Employee Performance

Performance management according to Angelo and Fugate (2018) is a series of managerial processes and behaviors that include defining, monitoring, measuring, evaluating, and providing consequences for performance expectations. An appraisal usually consists only of a review of the actual performance on an event. Effective performance management is an ongoing process and a very important individual level process. Performance management usually operates through organizational managers and human resources policies and practices. According to Hendriyaldi (2019), the indicators used to measure performance are personal ability, work ability, and behavioral ability.

Employee performance refers to a person's performance as measured by the standards and criteria set by the company. Management that achieves high human resource performance is intended to improve the company. Performance is the result or level of success of a person during a certain period to carry out tasks compared to work standards, targets or criteria that have been determined previously and have been mutually agreed upon (Irawati, 2017).

2.3 Leadership Style

According to Armstrong and Taylor (2020) leadership means inspiring people to do their best to achieve the desired results. It involves developing and communicating a vision for the future, motivating people and securing their engagement. The leadership function is best performed by those who have the interest, knowledge, skills, and motivation to carry it out effectively. The possibility that people who become managers may not possess these qualities to the desired level creates the need for systematic leadership development programs.

2.4 Organizational Culture

DeCenzo, Robbins, and Verhulst (2016) state that organizational culture is the values and behaviors that make it unique, just as people have personalities. Organizational culture is a system of shared meaning. An employee who has been well socialized into the organizational culture understands how work is done, what is important, and which work-related behaviors and perspectives are or are not acceptable and desirable. In most cases, this involves the input of multiple individuals.

2.4 Effect of Leadership Style Toward Employee Performance

Megawaty et.al. (2021) states that an ideal leader must have a good leadership style so that he can improve employee performance. A leader needs to pay attention to leadership style in influencing, directing the activities of group members, and coordinating member goals and organizational goals so that both can be achieved. A good leadership style is a leadership style that can provide work motivation to subordinates.

Leaders who give attention, support, and a bigger role to employees will have a special impact on satisfaction for subordinates, which will also make subordinates feel the importance of participating so as to bring out their creativity and ability to complete work which will then improve the performance of the employees themselves (Dessyarti, 2018).

2.5 Effect of Organizational Culture Toward Employee Performance

Organizational culture is a way of designing human resources in practice to improve performance, in this case employee performance is the most important factor in achieving good performance. For organizational culture to function effectively, organizational culture must be created, maintained, and strengthened and introduced and even applied to

employees through the socialization process. Through this socialization, employees are introduced to the goals, strategies, values, and performance standards of employees in order to achieve company goals (Dessyarti, 2018).

The results of previous research from Al-Tarawneh (2017) stated that organizational culture has a direct positive effect on organizational performance. Results found by Honkley et al (2021); Mardiani and Sepdiana (2021); Kho et.al. (2019) which states that organizational culture has a significant effect on employee performance

2.6 Effect of Organizational Culture and Leadership Style as a Unity Toward Employee Performance

An important factor that determines employee performance and the organization's ability to adapt to environmental changes is leadership, as Harahap (2017) states that leadership is one of the driving forces of the organization to influence and move employees.

A leader shapes culture and is in turn shaped by the resulting culture. Organizational culture and leadership is an interrelated relationship between leadership and culture in the context of the organizational life cycle. Many experts say that organizational culture can be the basis of adaptation and the key to organizational success, so much research has been conducted to identify values or behavioral norms that can make a major contribution to organizational success (Mukmin and Prasetyo, 2021).

This is supported by the research of Melisa and Subarto (2021) which states that there is a simultaneous significant influence between leadership style and organizational culture on employee performance at PT. Bank Syariah Mandiri Area Tangerang.

III. Research Method

In this study, researchers took the object of Otanaha General Hospital, Gorontalo, the purpose of this study was to examine the relationship between leadership style and organizational culture on employee performance at Otanaha Hospital, Gorontalo City. Research variables will be the focal point because there are obstacles that need to be found solutions that can be done by researchers. The research variable has a meaning where the information obtained from an object to be studied is so that conclusions can be drawn (Sekaran and Bougie, 2016). This research was conducted with a quantitative research method approach, using a structured, formal, and specific design and has a detailed operational design

IV. Result and Discussion

The number of male respondents was 87 respondents (54%) and female respondents were 74 respondents (46%), so that the majority of employees working at the Otanaha Hospital in Gorontalo City were male employees. In terms of age, employees aged <25 years were 9.3%, 26-35 years were 44.1%, 36-45 years were 33.5%, > 45 years were 13%. It can be concluded that most of the employees who work at the Otanaha Hospital in Gorontalo City are between the ages of 26 – 35 years.

Related to educational level, it was found that most of the employees were bachelor graduates (46%). In addition, most employees have worked for 6-10 years (53.4%).

Table 1. Demographic Data

Description	Category	Number	Percentage (%)
Gender	Male	87	54
	Female	74	46
Age	<25 years	15	9,3
	26 - 35 years	71	44,1
	36 - 45 years	54	33,5
	> 45 years	21	13
Education	High School	13	8,1
	Diploma	29	18
	Bachelor	74	46
	Postgraduate	45	28
Years of Service	< 5 years	28	17,4
	6 – 10 years	86	53,4
	> 10 years	47	29,2

4.1. Descriptive Analytic

The data mean, standard deviation, and maximum-minimum value are all used in the descriptive analysis of the latent variables or constructs of this study (Sekaran & Bougie, 2016). In this study, researchers used a Likert scale of 1-5 which is an ordinal scale that must find the average value (mean), after the data collection process using a Likert scale of 1-5 was completed.

Table 2. Likert Scale

Scale	Category
1.00-1.80	Strongly Disagree
1.81-2.60	Disagree
2.61-3.40	Neutral
3.40-4.20	Agree
4.21-5.00	Strongly Agree

The answer categories as in table 2 above become a reference in assessing the mean or mean value of filling out the questionnaire by respondents.

a. Leadership Style Descriptive Statistic

Below is the result for descriptive analytic from 8 indicators of leadership style variabel.

Table 3. Leadership Style Descriptive Study

Item	Indicator	Min	Max	Mean	SD	Category
GK1	Leaders always provide direct direction at work	2,00	5,00	4,5963	0,6060	Strongly Agree
GK2	The leader always determines the time and activities that will be carried out by all employees	2,00	5,00	4,6398	0,5761	Strongly Agree
GK3	Leaders always have good relations in terms of	2,00	5,00	4,4845	0,6335	Strongly Agree

Item	Indicator	Min	Max	Mean	SD	Category
	communication with employees					
GK4	Leaders always provide solutions if employees ask about problems related to work	2,00	5,00	4,4845	0,6433	Strongly Agree
GK5	Leaders try to increase employee optimism to achieve higher and better careers	2,00	5,00	4,5342	0,6024	Strongly Agree
GK6	Leaders encourage employees to continuously improve their work results	2,00	5,00	4,5093	0,6237	Strongly Agree
GK7	Leaders receive and pay attention to input and information from employees in making decisions	2,00	5,00	4,4596	0,6519	Strongly Agree
GK8	Leaders always involve employees to participate in decision making	2,00	5,00	4,4596	0,6519	Strongly Agree
TOTAL				4,5210		Strongly Agree

The highest standard deviation (SD) score is in the GK7 & GK8 indicators of 0.6519 and the smallest standard deviation is found in GK2 of 0.5761 where this value is still in a range that is not much different. The mean score of the leadership style variable is 4.5210 (scale 1 to 5), in this case it means that most respondents strongly agree with related statements in leadership style. The very positive perception of the leadership style of employees working at the Otanaha Hospital should be maintained.

The highest mean value that is owned by the GK2 indicator is 4.64 and is included in the strongly agree category. This indicates that the leader has the authority and responsibility in determining all activities in the company. While the lowest mean value is 4.46 on the GK7 and GK8 indicator. In terms of decision making, leaders should be able to receive input and involve employees in decision making. Overall, the mean value of the leadership style variable is in the strongly agree category.

b. Organizational Culture Descriptive Study

Below is the result for descriptive study for 13 indicators from organizational culture

Table 4. Organizational Culture Descriptive Study

Item	Indicator	Min	Max	Mean	SD	Category
BO1	I always create innovative ideas at work	2,00	5,00	4,5466	0,6320	Strongly Agree
BO2	I am ready to take risks in carrying out the work that is my responsibility	2,00	5,00	4,4845	0,6810	Strongly Agree
BO3	My leader always gives directions and communicates clearly and in detail about the work I have to do	2,00	5,00	4,2919	0,6859	Strongly Agree

Item	Indicator	Min	Max	Mean	SD	Category
BO4	My leader always conveys company goals in detail to employees	2,00	5,00	4,2857	0,7452	Strongly Agree
BO5	The company always gives awards to employees who are able to demonstrate work performance	2,00	5,00	4,3602	0,7378	Strongly Agree
BO6	The company always emphasizes always working for optimal results	2,00	5,00	4,4099	0,7200	Strongly Agree
BO7	I try to do my job seriously	2,00	5,00	4,3665	0,6585	Strongly Agree
BO8	I am always required to be independent in completing work assignments	2,00	5,00	4,3478	0,6732	Strongly Agree
BO9	I try to cooperate with members of other work units to improve the best results for the company	2,00	5,00	4,4596	0,6020	Strongly Agree
BO10	In the company where I work, work is completed with teamwork according to assignments from superiors	2,00	5,00	4,5155	0,6433	Strongly Agree
BO11	I always share information with colleagues in the implementation of work	2,00	5,00	4,4720	0,6806	Strongly Agree
BO12	I feel comfortable with the current state of the organization	2,00	5,00	4,4099	0,7113	Strongly Agree
BO13	I feel valued and not as a tool for profit so that a good work environment is created	2,00	5,00	4,4783	0,6809	Strongly Agree
	TOTAL			4,4176		Strongly Agree

Meanwhile, the largest standard deviation (SD) score is in the BO4 indicator of 0.7452 and the smallest standard deviation is found in BO9 of 0.6020 where this value is still in a range that is not much different. The mean score of the organizational culture variable is 4.4176 (scale 1 to 5), in this case it means that most respondents strongly agree with related statements in organizational culture. The high organizational culture of Otanaha Hospital employees in Gorontalo City should be appreciated and maintained in the future.

The highest mean value possessed by the BO1 indicator is 4.55, this shows that the organization has instilled a work culture that supports the creation of new creativity and innovation at work. While the lowest mean values were on the BO3 and BO4 indicators. Thus, the leadership should provide clear direction and instructions regarding the work to be carried out and regarding the goals to be achieved by the organization in the future.

4.2 Employee Performance Descriptive Study

Below is the result of descriptive study for 10 indicators for Employee Performance:

Table 5. Employee Performance Descriptive Study

Item	Indicator	Min	Max	Mean	SD	Category
KP1	I can complete work in accordance with work quality standards	2,00	5,00	4,4348	0,6594	Strongly Agree
KP2	I have good understanding and skills in carrying out work	2,00	5,00	4,4410	0,6407	Strongly Agree
KP3	I can achieve the targets set by the leadership	2,00	5,00	4,3416	0,6529	Strongly Agree
KP4	I can exceed the volume of work that has been set by the leadership	2,00	5,00	4,4161	0,5975	Strongly Agree
KP5	I feel the job given is in accordance with the talents and abilities possessed	2,00	5,00	4,3913	0,6536	Strongly Agree
KP6	I feel highly motivated to do my job	2,00	5,00	4,4472	0,5906	Strongly Agree
KP7	I have extensive knowledge that can help other employees in making decisions	2,00	5,00	4,3975	0,7007	Strongly Agree
KP8	I can choose and see problems from a different perspective than other employees	2,00	5,00	4,3913	0,6631	Strongly Agree
KP9	I organize strategic decision-making to suit work groups or teams within the company	2,00	5,00	4,3665	0,6294	Strongly Agree
KP10	I have a commitment and responsibility at work	2,00	5,00	4,3789	0,6219	Strongly Agree
TOTAL				4,4006		Strongly Agree

The largest standard deviation (SD) score is in the KP7 indicator of 0.7007 and the smallest standard deviation is found in KP6 of 0.5906 where this value is still in a range that is not much different. The mean score of the employee performance variable is 4.4006 (scale 1 to 5), in this case it means that most respondents strongly agree with the statements regarding employee performance. The high performance of employees at Otanaha Hospital, should be appreciated and maintained in the future.

The highest mean value owned by the KP6 indicator is 4.45. This shows that with high morale, employees are expected to achieve a better level of productivity, and ultimately support the realization of the goals of the company. While the lowest mean value is on the KP3 indicator. Thus, leaders need to pay attention to employees in increasing the achievement of targets or missions in carrying out a job in achieving optimal performance.

4.3. Validity and Reliability Test

Measuring tools is a research instrument that can be accepted based after reliability and validity test. The quality of research instrument is determined by its validity and reliability (Dewi & Sudaryanto, 2020).

The validity of the instrument can be proven by some evidence. These evidences include, among others, content validity, or what is known as content validity or content validity, in a constructive way or known as construct validity and criteria or known as criterion (Yusup, 2018). Validity test aims to see the accuracy of the measurement. While the reliability test aims to determine the extent to which the instrument can be trusted. Instruments that have been standardized and reliable must still be re-tested every time they are used. This is because each different subject, location, and time will produce different results (Yusup, 2018).

Table 6. Product Moment Corelation Validity Test

No	Variable	Indicator	r-count	r-table	Description
1	Leadership Style (X1)	GK1	0,656	0,361	Valid
		GK2	0,658	0,361	Valid
		GK3	0,664	0,361	Valid
		GK4	0,754	0,361	Valid
		GK5	0,745	0,361	Valid
		GK6	0,664	0,361	Valid
		GK7	0,725	0,361	Valid
		GK8	0,664	0,361	Valid
2	Organizational Culture (X2)	BO1	0,767	0,361	Valid
		BO2	0,791	0,361	Valid
		BO3	0,698	0,361	Valid
		BO4	0,769	0,361	Valid
		BO5	0,762	0,361	Valid
		BO6	0,792	0,361	Valid
		BO7	0,717	0,361	Valid
		BO8	0,781	0,361	Valid
		BO9	0,749	0,361	Valid
		BO10	0,756	0,361	Valid
		BO11	0,740	0,361	Valid
		BO12	0,830	0,361	Valid
		BO13	0,700	0,361	Valid
3	Employee Performance (Y)	KP1	0,602	0,361	Valid
		KP2	0,672	0,361	Valid
		KP3	0,700	0,361	Valid
		KP4	0,819	0,361	Valid
		KP5	0,744	0,361	Valid
		KP6	0,806	0,361	Valid
		KP7	0,806	0,361	Valid
		KP8	0,780	0,361	Valid
		KP9	0,732	0,361	Valid
		KP10	0,801	0,361	Valid

*. Correlation is significant at the 0.05 level (2-tailed).

Based on the results of the pretest validity test that has been carried out on 30 respondents. It is known that each question on the variables of leadership style, organizational culture and employee performance shows the value of r count is greater than

r table (0.361 = 30 respondents). These results indicate that the questionnaire in this study is valid and can be used in further research.

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent (High-Stakes testing)
$0.7 \leq \alpha < 0.9$	Good (Low-Stakes testing)
$0.6 \leq \alpha < 0.7$	Acceptable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Source: (Sujarweni, 2014)

Table 7. Reliability Test

Variable	Cronbach's Alpha	Result
Leadership Style	0,840	Reliable
Organizational Culture	0,940	Reliable
Employee Performance	0,912	Reliable

In this reliability test, it is considered reliable if the value is greater than 0.6 (Ghozali, Imam, 2015). The rules for determining whether the instrument is reliable or not are as follows:

- a. If the Cronbach Alpha reliability score > 0.6 then the instrument is reliable, the questionnaire can be trusted and can be used.
- b. If the Cronbach Alpha reliability score < 0.6 then the instrument is not reliable, the questionnaire cannot be trusted and cannot be used.

4.4 Classical Assumption Test

Ghozali states that the normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution (Imam Ghozali, 2005). The regression model that is considered good is having a normal distribution or close to normal. If the probability value is greater ($>$) than 0.05 then the data is normally distributed and if the probability value is less ($<$) than 0.05 then the data is not normally distributed.

a. Normality Test 4

Based on the results of the normality test in Table 4.9, it is known that the statistical test value is 0.061 and the Asymp. Sig. (2-tailed) of 0.200 $>$ 0.05. Thus, it was concluded that the data in the regression model in the study were normally distributed.

Table 8. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		161
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,81399329
Most Extreme Differences	Absolute	,061
	Positive	,061
	Negative	-,054
Test Statistic		,061
Asymp. Sig. (2-tailed)		,200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Based on the results of the normality test in Table 4.9, it is known that the statistical test value is 0.061 and the Asymp value. Sig. (2-tailed) of 0.200 > 0.05. Thus, it was concluded that the data in the regression model in the study were normally distributed.

b. Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between the independent variables. A good regression model should not have a correlation between the independent variables (Ghozali, 2018: 105).

The basis for deciding for a model to have multicollinearity is if the VIF (Variance Inflation factor) value is < 10 and the tolerance value is > 0.1, then there is no multicollinearity between the independent variables in the model. (Ghozali, 2018: 106)

**Table 9. Multicollinearity
Coefficients^a**

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership Style	0,416	2,406
	Organizational Culture	0,416	2,406

a. Dependent Variable: Employee Performance

The results of the multicollinearity test show that all independent variables, namely: leadership style and organizational culture have a tolerance value of > 0.10 and have a VIF value below 10. The results of this test indicate that the variables of leadership style and organizational culture are not correlated, or multicollinearity does not occur in regression models.

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from one residual observation to another. A good regression model is one that has homoscedasticity or does not have heteroscedasticity (Ghozali, 2018: 139). In the Glacier test, confounding error regression was carried out on each suspected

independent variable. From the test results a decision will be made, if the significance number is > 0.05 (Ghozali, 2018: 143) at the 95% confidence level, then heteroscedasticity does not occur.

Table 10. Heteroscedasticity Test

		Coefficients ^a		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients	Std. Error			
Model		B		Beta		
1	(Constant)	2,649	,907		2,921	,004
	Leadership Style	,012	,037	,039	,315	,753
	Organizational Culture	-,029	,022	-,160	-1,306	,194

a. Dependent Variable: ABS_RES

The results of the heteroscedasticity test show that the variables of leadership style and organizational culture are free from heteroscedasticity problems, this is indicated by a significant value greater than 0.05.

4.5. Simplified Regression Test

Simple linear regression is used only for one independent variable and one dependent variable. Meanwhile, the regression analysis in this study aims to analyze the influence of leadership style and organizational culture on employee performance, using simple regression analysis.

Table 11. Simplified Regression Test

		Coefficients ^a		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients	Std. Error			
Model		B		Beta		
1	(Constant)	4,438	1,460		3,040	,003
	Leadership Style	0,734	,060	,633	12,247	0,000
	Organizational Culture	0,227	,036	,328	6,340	0,000

a. Dependent Variable: Kinerja Pegawai

The results of the regression equation on the significance of the coefficients and the interpretation of the regression equation are as follows:

- Constant value (a) = 4.438 which states that if the existence of leadership style and organizational culture does not exist or has a value of 0, then employee performance is worth 4.438.
- Leadership Style (GK) = 0.734, which means that if there is an increase in the leadership style variable by one unit, then the employee's performance will increase by 0.734.
- Organizational Culture (BO) = 0.227, which means that if there is an increase in the organizational culture variable by one unit, then the employee's performance will increase by 0.227.

4.6. Hypothesis Test

Table 12. Hypothesis Test

Hypothesis	Standardized Coefficients Beta	T Statistics	p-value	Result
H1: Leadership style → employee performance	.734	12.247	.000	Supported
H2: Organizational culture → employee performance	.227	6.340	.000	Supported
Hypothesis	F Statistics	P Value	Result	
H3: Leadership style and organizational culture → employee commitment	371.599	.000	Supported	

a. Effect of leadership style toward employee performance

Based on the results of hypothesis testing, it obtained a beta coefficient value with a positive relationship direction of 0.734, a t-count value of 12.247 and a significance value of 0.000 < 0.05. Thus, H1: "Leadership style has a positive effect on employee performance at Otanaha Hospital, Gorontalo City" is accepted. The results of research on respondents stated that when the leadership style at the Otanaha Hospital, Gorontalo City, was further improved, it would encourage employees to improve their performance.

Guterres et al (2020) states that if a leader can combine the right and effective leadership styles in an organization, this will give employees a sense of empowerment and as a result, employees can carry out their duties more efficiently and effectively thereby spurring their creative and innovative abilities. which ultimately leads to increased performance.

Previous research has shown that leadership style is directly related to employee performance and has a significant positive effect (Mukmin and Prasetyo, 2021; Wirtama et al., 2020; Rafiie et.al., 2018).

b. Effect of organizational culture toward employee performance

Based on the results of hypothesis testing, it obtained a beta coefficient value with a positive relationship direction of 0.227, a t-count value of 6.340 and a significance value of 0.000 < 0.05. Thus, H2: "Organizational culture has a positive effect on employee performance at Otanaha Hospital, Gorontalo City" is supported. This shows that the better the organizational culture at Otanaha Hospital, Gorontalo City, the better the employee performance will be.

The findings of Saragih and Saluy (2022) state that organizational culture has a significant and positive effect on employee performance. A significant positive relationship in this case indicates that the application of organizational culture by every actor involved in the organization can create a conducive work environment so that employees can work comfortably and safely, high morale arises so that good organizational culture conditions can affect employee performance. The results of a study conducted by Dessyarti (2018) state that organizational culture has a positive and significant effect on employee performance, hence supporting the result of this study.

c. Effect of leadership style and organizational commitment in unison toward employee performance

Based on the results of hypothesis testing, it obtained a calculated F value of 371.599 and a significant value of 0.000 < 0.05. Thus, H3: "Leadership style and organizational

culture together have a positive effect on employee performance" is accepted. That is, leadership style and organizational culture together have a positive effect on employee performance at Otanaha Hospital, Gorontalo City. This shows that in this study leadership style influences performance when accompanied by a high organizational culture, it will produce optimal performance.

The results of this study support the research of Melisa and Subarto (2021) which states that there is a simultaneous significant influence between leadership style and organizational culture on employee performance. This indicates that a leader shapes culture and in turn is shaped by the resulting culture. Organizational culture and leadership is an interrelated relationship between leadership and culture in the context of the organizational life cycle. Many experts say that organizational culture can be the basis of adaptation and the key to organizational success, so much research has been conducted to identify values or behavioral norms that can make a major contribution to organizational success (Mukmin and Prasetyo, 2021).

The same results were also found by Hendriyaldi (2019) which showed simultaneously that leadership style and organizational culture had a significant positive effect on employee performance. Research by Jufri and Marimin (2022) states that there is a positive and significant influence of leadership style and organizational culture variables on employee performance. This indicates that a leader can influence employees and their subordinates, have a clear vision, create good synergy, develop a culture existing organization, motivate and empower employees as well as become the prime mover to achieve institutional or organizational goals effectively and efficiently.

V. Conclusion

Based on the results of the analysis and discussion that have been carried out in this study, it can be concluded as follows: 1) Leadership style has a positive influence on employee performance at Otanaha Hospital, 2) Organizational culture has a positive influence on employee performance at Otanaha Hospital, 3) Leadership style and organizational culture jointly influence employee performance at Otanaha Hospital.

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