

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE AT RSUD SOGATEN MADIUN

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Abstrak

Riset ini mengkaji pengaruh budaya organisasi dan gaya kepemimpinan terhadap kinerja karyawan di RSUD Sogaten Madiun. Objektif dari kajian ini ialah guna menentukan bagaimana berbagai aspek budaya organisasi, seperti nilai, keyakinan, dan praktik, mempengaruhi motivasi dan produktivitas karyawan. Selain itu, penelitian ini juga mengeksplorasi berbagai gaya kepemimpinan. Penelitian ini dilakukan di RSUD Sogaten Kota Madiun. Sampel penelitian 251 responden. Metodologi riset yang diaplikasikan merupakan ancangan kuantitatif dengan memanfaatkan analisis lintasan serta dukungan peranti lunak SPSS. Temuan investigasi mengindikasikan yakni: (1) Budaya organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan; (2) *Leadership Style* berpengaruh positif dan signifikan terhadap kinerja karyawan; dan (3) Budaya organisasi dan gaya kepemimpinan secara simultan berpengaruh positif dan signifikan terhadap kinerja karyawan, dengan kontribusi sejumlah 81,5%, sementara itu residunya sejumlah 18,5% dideterminasi oleh elemen-elemen lain di luar cakupan studi ini. Signifikansi praktis dari riset ini adalah perlunya manajemen RSUD Sogaten memperkuat nilai-nilai budaya organisasi dan mengembangkan gaya kepemimpinan yang partisipatif agar dapat meningkatkan kinerja karyawan secara optimal.

Kata Kunci: Budaya Organisasi, *Leadership style*, Kinerja Karyawan, RSUD Sogaten Kota Madiun

Abstract

This investigation scrutinizes the impact of organizational culture and leadership style upon employee performance at RSUD Sogaten Madiun. The objective of this inquiry is to ascertain how diverse facets of organizational culture, such as values, beliefs, and practices, influence employee motivation and productivity. Furthermore, this examination explores various leadership styles and their function in augmenting employee performance. The investigation was undertaken at RSUD

Sogaten Madiun, involving a cohort of 251 participants. The methodological framework employed was a quantitative paradigm utilizing path analysis supported by SPSS software. The findings of the investigation demonstrate that: (1) Organizational culture exerts a favorable and meaningful impact upon employee performance; (2) Leadership style exerts a favorable and meaningful impact upon employee performance; and (3) Organizational culture and leadership style concurrently exert a favorable and meaningful impact upon employee performance, accounting for a variance of 81.5%, whereas the residual 18.5% is attributable to extraneous variables beyond the scope of this inquiry. The practical significance of this research suggests that RSUD Sogaten management ought to reinforce the values within the organizational culture and embrace participatory leadership styles to maximize employee performance.

Keywords: *Organizational Culture, Leadership Style, Employee Performance, RSUD Sogaten Madiun.*

A. INTRODUCTION

In the era of rapid technological advancement and globalization, healthcare institutions face increasing in augmenting the caliber and effectiveness of provisions. Regional public hospitals (RSUD) fulfill a pivotal function within delivering equitable healthcare services, yet many government-owned hospitals in Indonesia still struggle with human resource management, heavy workloads, and limited facilities, which affect service effectiveness (Pratiwi & Sari, 2021; Ramadhan & Kurniawan, 2022). Employee performance becomes a central determinant of service quality, as reflected in responsiveness, professionalism, and the ability to provide accurate and timely care. However, performance does not stand alone; it is shaped by internal organizational determinants such as organizational culture and leadership style, which influence behavior, motivation, and loyalty among employees (Sari & Nugroho, 2021).

RSUD Sogaten Madiun, as one of the main healthcare providers in Madiun, faces the same demands in aligning employee performance with its mission of becoming a trusted and excellent hospital. Performance achievement data show that in 2023, the realization of institutional performance only reached 60% of its target, falling into the category of “very low” (LJK RSUD, 2023). This performance gap emphasizes the need for internal strengthening, particularly through

building a strong organizational culture and effective leadership style, to foster employee motivation and ensure higher service quality. Employee performance is conceptualized as the professional outcome attained by individuals both in quality and quantity according to organizational responsibilities (Putri & Wibowo, 2021; Griffin, 2022). When performance is high, it contributes to patient satisfaction and hospital efficiency, whereas poor performance can lead to service delays, medical errors, and damage to institutional reputation.

Organizational culture is perceived as a system of collectively held principles, standards, and convictions which shape the conduct of personnel and their interplay (Schein, 2010). A robust and favorable culture fosters loyalty, discipline, and productivity, thereby improving service quality (Robbins, 2013). Studies have highlighted its significant role in increasing employee motivation and job satisfaction, which in turn strengthen performance (Wahjoedi, 2021; Putra et al., 2024; Hasan et al., 2023). In the healthcare sector, organizational culture combined with effective leadership has been shown to significantly improve hospital employee performance (Pandiangan et al., 2024). On the other hand, leadership style reflects the way leaders influence, guide, and motivate subordinates to achieve organizational goals (Robbins & Coulter, 2012). Leadership that is participative or transformational has been proven to encourage employee commitment, innovation, and engagement, creating a conducive environment for optimal performance (Sari et al., 2023; Susanti & Dewi, 2022).

Nevertheless, empirical findings on this relationship are not always consistent. Several studies report that organizational culture and leadership do not always directly affect performance but may require mediating factors such as work discipline, communication, and motivation (Sakdiyah et al., 2024; Winarti, 2024; Ziddan & Sutarmin, 2025). This suggests that the relationship between these variables is not universal but contextual, depending on organizational readiness and supporting factors. Thus, further research focusing on hospitals, especially regional public hospitals such as RSUD Sogaten Madiun, is needed to clarify the simultaneous effects of organizational culture and leadership style upon employee performance.

The present inquiry seeks to empirically investigate the impact of organizational culture and leadership style upon employee performance at RSUD Sogaten Madiun. The study contributes theoretically by reinforcing organizational behavior and leadership theories (Robbins & Judge, 2020; Yukl, 2020) and providing empirical support for previous findings (Rahmawati & Kurniawan, 2021; Putra & Wahyuni, 2022). Practically, it offers recommendations for hospital management to strengthen organizational culture, apply more participative leadership, and design human resource strategies that enhance employee motivation and service quality. Based on the reviewed theories and preliminary evidence, the suppositions advanced are: H1, organizational culture exerts a considerable effect upon employee performance; H2, leadership style exerts a considerable effect upon employee performance; and H3, organizational culture and leadership style jointly exert a considerable effect upon employee performance at RSUD Sogaten Madiun.

B. METHOD

This study was conducted at Sogaten Regional Public Hospital (RSUD Sogaten) Madiun from March to June 2025, involving employees across various positions including medical staff, nurses, administrative officers, and supporting personnel. The research applied a quantitative methodology utilizing a survey instrument, formulated to gauge the impact of organizational culture (X1) and leadership style (X2) on employee performance (Y). The population comprised 668 employees, with the sample determined using Slovin's formula and selected through purposive sampling to ensure representation of diverse job categories. Data were collected primarily through questionnaires structured with Likert scales, supported by interviews and secondary data from hospital reports and government statistics. The questionnaire covered respondent demographics and systematically arranged items to measure the three variables based on established indicators (Sugiyono, 2018).

The data analysis employed IBM SPSS 25, incorporating multiple steps to ensure validity and reliability. Instrument testing included validity and reliability checks, where Cronbach's Alpha

above 0.70 was used as the reliability threshold. Classical assumption tests such as normality (Kolmogorov-Smirnov), multicollinearity (tolerance and VIF), and heteroskedasticity (Glejser test) were performed to confirm the discrete and collective impacts of organizational culture and leadership style upon employee performance. The suppositions were evaluated by employing the t-test for discrete influences and the F-test for concurrent influences, at a 5% significance level, while the coefficient of determination (R^2) was utilized to assess the explanatory power of the model (Sugiyono, 2020). This design enabled the study to furnish solid data-driven substantiation regarding the extent to which organizational culture and leadership style impact employee performance at RSUD Sogaten Madiun.

C. RESULTS AND DISCUSSIONS

RESULT

Data Instrument Test

Table 1. Results of Organizational Culture Validity Test (X1)

No	Variable	Item	r count	r table	Description
1	Organizational Culture	X1.1	0,709	0,124	Valid
		X1.2	0,607	0,124	Valid
		X1.3	0,579	0,124	Valid
		X1.4	0,648	0,124	Valid
		X1.5	0,584	0,124	Valid
		X1.6	0,633	0,124	Valid
		X1.7	0,604	0,124	Valid
		X1.8	0,612	0,124	Valid
		X1.9	0,653	0,124	Valid
		X1.10	0,590	0,124	Valid

Source: Processed Primary Data (2025)

According to the validity test, the purpose was to ensure that each questionnaire item accurately measured the intended variable. The test compared the computed r-value against the tabular r-value. For a cohort of 251 participants and a 5% probability threshold ($\alpha = 0.05$), the critical value from the r-table was established at 0.124. The instrument items were deemed legitimate when the computed r-value surpassed the tabular r-value. The results showed that all items of the Organizational Culture variable (X1.1 to X1.10) had r-values ranging from 0.509 to

0.709, all higher than the r-table value. For example, item X1.1 had an r-value of 0.709, and item X1.10 had 0.509, both exceeding the threshold. Thus, all items were declared valid and suitable for use as research instruments to measure Organizational Culture.

Table 2. Results of Leadership Style Validity Test (X2)

No	Variable	Item	r count	r table	Description
2	Leadership Style	X2.1	0,577	0,124	Valid
		X2.2	0,486	0,124	Valid
		X2.3	0,565	0,124	Valid
		X2.4	0,615	0,124	Valid
		X2.5	0,523	0,124	Valid
		X2.6	0,575	0,124	Valid
		X2.7	0,504	0,124	Valid
		X2.8	0,425	0,124	Valid
		X2.9	0,536	0,124	Valid
		X2.10	0,552	0,124	Valid

Source: Processed Primary Data (2025)

The findings from the validation analysis pertaining to the Leadership Style construct demonstrated that every individual statement possessed computed r-values in excess of the critical r-table figure of 0.124, with 251 respondents and a 5% significance level. The r-values for items X2.1 to X2.10 ranged from 0.425 to 0.615, confirming that all items were valid. For instance, item X2.1 scored 0.577, item X2.4 scored 0.615, and item X2.8 scored 0.425, each exceeding the threshold. Therefore, all items of the Leadership Style variable satisfied the benchmarks for validity and were thus appropriate for information gathering in this investigation.

Table 3. Results of Employee Performance Validity Test (Y)

No	Variable	Item	r count	r table	Description
3	Employee Performance	Y.1	0,521	0,124	Valid
		Y.2	0,456	0,124	Valid
		Y.3	0,538	0,124	Valid
		Y.4	0,492	0,124	Valid
		Y.5	0,399	0,124	Valid
		Y.6	0,461	0,124	Valid
		Y.7	0,496	0,124	Valid
		Y.8	0,543	0,124	Valid
		Y.9	0,403	0,124	Valid
		Y.10	0,415	0,124	Valid
		Y.11	0,549	0,124	Valid
		Y.12	0,587	0,124	Valid

No	Variable	Item	r count	r table	Description
		Y.13	0,464	0,124	Valid
		Y.14	0,445	0,124	Valid

Source: Processed Primary Data (2025)

The outcomes of the validity examination concerning the Employee Performance construct signified that each of the statements yielded computed r-values exceeding the established r-table threshold of 0.124, with 251 respondents and a 5% significance level. The r-values ranged from 0.399 to 0.587, showing all items were valid. For example, item Y.1 scored 0.521, item Y.3 scored 0.538, and item Y.12 had the highest score at 0.587, while the lowest, item Y.5, scored 0.399, still above the threshold. Thus, all items of the Employee Performance construct fulfilled the criteria for validity, rendering them fit for the acquisition of data within this inquiry.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Description
Organizational Culture	0,823	Reliable
Leadership Style	0,724	Reliable
Employee Performance	0,746	Reliable

Source: Processed Primary Data (2025)

In accordance with the data presented in Table 4, the Cronbach's Alpha values were 0.823 for Organizational Culture, 0.724 for Leadership Style, and 0.746 for Employee Performance. Since all values exceeded the minimum threshold of 0.70 it can be inferred that each of the three constructs satisfied the standards of reliability. Therefore, the instruments used to measure these variables are reliable and trustworthy for future research.

Classical Assumption Test

Table 5. Hasil Uji Normalitas

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		251
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.94212960
Most Extreme Differences	Absolute	.054
	Positive	.048
	Negative	-.054
Test Statistic		.054

Asymp. Sig. (2-tailed) .076^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Processed Primary Data (2025)

According to the findings from the assessment of normality delineated in Table 5, the Asymp. Sig. (2-tailed) value was determined to be 0.076. This figure surpasses the designated alpha threshold of 0.05. This finding suggests that there is no significant difference between the residual data distribution and the normal distribution. In other words, the normality assumption is met, so the distribution of residuals within this investigation adheres to a normal distribution.

Table 6. Multicollinearity Test Results

		Coefficients ^a						Collinearity Statistics	
Model	Unstandardized Coefficients		Standardized Coefficients			t	Sig.	Tolerance	VIF
	B	Std. Error	Beta						
1	(Constant)	12.864	1.489			8.642	.000		
	Organizational Culture	.631	.048	.561		13.253	.000	.417	2.395
	Leadership Style	.491	.052	.399		9.421	.000	.417	2.395

a. Dependent Variable: Employee Performance

Source: Processed Primary Data (2025)

As per the examination detailed in Table 6, the tolerance values for Organizational Culture (X1) and Leadership Style (X2) were both 0.417, while their Variance Inflation Factor (VIF) values were 2.395. Since tolerance exceeded the minimum threshold of 0.10 and VIF was well below 10, the regression model was free from multicollinearity issues. Therefore, it can be inferred that the predictor variables did not show a high correlation with each other, meeting the multicollinearity assumption and confirming that the regression model was appropriate for further analysis.

Table 7. Heteroscedasticity Test Results

		Coefficients ^a				
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	6.207	.953		6.511	.000
	Organizational Culture	-.050	.031	-.152	-1.626	.105
	Leadership Style	-.062	.033	-.173	-1.849	.066

a. Dependent Variable: abs_residual

Source: Processed Primary Data (2025)

According to the outcomes of the heteroscedasticity analysis displayed in Table 7, the probability figure for Organizational Culture (X1) was 0.105 and for Leadership Style (X2) was 0.066. Since both values were exceeds the 0.05 alpha level, which denotes the absence of a meaningful influence from the predictor variables upon the absolute residuals. Therefore, heteroscedasticity was not present, meaning the classical assumption was met and the regression model was suitable for further analysis.

Multiple Linear Regression Test

Table 8. Multiple Linear Regression Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.864	1.489		8.642	.000
Organizational Culture	.631	.048	.561	13.253	.000
Leadership Style	.491	.052	.399	9.421	.000

a. Dependent Variable: Employee Performance

Source: Processed Primary Data (2025)

From the outcomes of the analysis in the preceding Table 8, the multiple linear regression equation can be constructed as such:

$$Y = 12,864 + 0,631X1 + 0,491X2$$

According to the preceding multiple linear regression model, the following interpretations can be made:

1. The intercept coefficient of 12.864 signifies that should the predictor variables, specifically Organizational Culture (X1) and Leadership Style (X2), be held at a value of zero, then the value for Employee Performance (Y) would be 12.864.
2. The slope coefficient for the Organizational Culture construct (X1) is a positive value of 0.631, which implies that holding other factors constant, a single-unit increment in Organizational Culture (X1) corresponds to a rise in Employee Performance (Y) of 0.631 units.
3. The slope coefficient for the Leadership Style construct (X2) is a positive figure of 0.491, signifying that with other variables held constant, a one-unit elevation in Leadership Style (X2) is associated with an increase in Employee Performance (Y) by 0.491 units.

Hypothesis Testing

Table 9. T-Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)		12.864	1.489		8.642 .000
Organizational Culture		.631	.048	.561	13.253 .000
Leadership Style		.491	.052	.399	9.421 .000

a. Dependent Variable: Employee Performance

Source: Processed Primary Data (2025)

1. The construct for Organizational Culture (X1) yielded a computed t-statistic of 13.253, a figure that surpasses the critical t-table value of 1.970, accompanied by a probability value of 0.000, which is below the 0.05 threshold. Given the positive direction of the Organizational Culture's slope coefficient, **H1 is accepted**, which demonstrates a favorable and meaningful impact of organizational culture upon employee performance at Sogaten Regional Public Hospital, Madiun.
2. The construct for Leadership Style (X2) produced a calculated t-statistic of 9.421, a value exceeding the critical t-table value of 1.970, alongside a probability level of 0.000, a figure lower than 0.05. As the slope coefficient for Leadership Style is positive, **H2 is accepted**, signifying a favorable and substantial effect of leadership style on employee performance at Sogaten Regional Public Hospital, Madiun.

Table 10. F Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4144.013	2	2072.007	544.937	.000 ^b
Residual	942.967	248	3.802		
Total	5086.980	250			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leadership Style, Organizational Culture

Source: Processed Primary Data (2025)

According to the findings from the F-test, the computed F-statistic of 544.937 surpassed the critical F-table value of 3.032, with a probability value of $0.000 < 0.05$. Consequently, **H3 is accepted**, which reveals that Organizational Culture (X1) and Leadership Style (X2) concurrently exert a favorable and meaningful impact upon Employee Performance (Y) at Sogaten Regional

Public Hospital, Madiun. This outcome affirms that the regression model possesses a good fit, since the predictor variables jointly account for the variance in the outcome variable.

Coefficient of Determination (R^2)

Table 11. Results of the R^2 Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903 ^a	.815	.813	1.950

a. Predictors: (Constant), Leadership Style, Organizational Culture

Source: Processed Primary Data (2025)

According to the examination, the coefficient of determination (R-Square) was found to be 0.815, which signifies that Organizational Culture (X1) and Leadership Style (X2) together contributed 81.5% to the variation in Employee Performance (Y) at Sogaten Regional Public Hospital, Madiun. In other words, the regression model explained 81.5% of the changes in employee performance through these two independent variables, while the remaining 18.5% was attributable to extraneous variables not incorporated into the model, for instance, compensation and work motivation, and work environment. This result shows that Organizational Culture and Leadership Style are dominant factors affecting employee performance in this study.

DISCUSSION

The Influence of Organizational Culture (X1) on Employee Performance (Y) at Sogaten Regional Hospital, Madiun City

The t-test results showed that Organizational Culture (X1) had a positive and significant effect on Employee Performance (Y). This finding was supported by the computed t-statistic surpassing the critical t-table value, coupled with a probability value falling under the 0.05 threshold, which implies that an enhancement in the implemented organizational culture at Sogaten Regional Public Hospital Madiun, the higher the employees' performance. Theoretically, organizational culture is a shared value system that guides members' behavior (Robbins & Judge, 2020). These values influence interaction patterns, commitment, and work orientation, ultimately impacting productivity and service quality. The present investigation corroborates the conclusions from Rahmawati and Kurniawan (2021), which underscored that a strong organizational culture enhances employees' sense of belonging and loyalty, thereby motivating them to perform better.

In the context of Sogaten Regional General Hospital, consistent implementation of an organizational culture, including professionalism, team collaboration, and a focus on public service, can improve individual and team performance. A healthy culture also creates a positive work climate that minimizes conflict and increases job satisfaction, ultimately impacting the quality of public service. Therefore, these results indicate that organizational culture is a determining factor in achieving organizational goals.

The Influence of Leadership Style (X2) on Employee Performance (Y) at Sogaten Regional Hospital, Madiun City

The examination via t-test concerning the Leadership Style construct (X2) uncovered a favorable and meaningful impact upon Employee Performance (Y), a finding which suggests that the leadership style applied by the management of Sogaten Regional Public Hospital directly contributes to employees' work effectiveness. Good leadership provides direction, motivation, and moral support, making employees feel valued and encouraged to perform optimally. This finding aligns with Yukl's (2020) theory, which highlights the strategic role of leaders in mobilizing organizational members toward achieving the vision. Participative and transformational leadership styles, as an example, have been demonstrated to enhance commitment and performance by not only giving instructions but also inspiring and empowering subordinates. This outcome aligns with the research by Putra and Wahyuni (2022), wherein it was determined that transformational leadership substantially enhances the performance of personnel within the public service sector.

In practice, Sogaten Regional Hospital leaders who are able to communicate effectively, provide positive feedback, and accommodate employee aspirations will create a conducive work environment. This support increases employees' intrinsic motivation, making them more proactive and responsible in their tasks. In other words, leadership style is not only a driving factor but also a driver of work quality.

The simultaneous influence of organizational culture (X1) and leadership style (X2) on employee performance (Y)

The findings from the F-test demonstrated that Organizational Culture (X1) and Leadership Style (X2) concurrently possessed a favorable and meaningful impact upon Employee Performance (Y). This was substantiated by the computed F-statistic of 544.937, a figure substantially exceeding the critical F-table value of 3.032, with a probability level of $0.000 < 0.05$. This suggests that the two predictor variables collectively make a robust contribution to impacting

employee performance. The magnitude of this impact is additionally mirrored by the coefficient of determination (R^2) of 0.815, implying that 81.5% of the variance within employee performance is attributable to organizational culture and leadership style, whereas the residual 18.5% is affected by extraneous variables such as compensation, individual motivation, competence, and work environment. These findings are consistent with Lestari and Hakim (2021), who found that the synergy between a positive organizational culture and effective leadership fosters a work climate that optimally enhances employee performance.

The combination of these two factors is particularly relevant in public service organizations such as hospitals. A strong organizational culture creates a framework of values and work ethics, while leadership style serves as the driving force behind the internalization of these values by employees. Therefore, successful performance improvement is determined not only by written rules but also by the concrete examples and direction provided by leaders.

D. CONCLUSIONS

In accordance with the data examination concerning the Impact of Organizational Culture and Leadership Style Employee Performance at Sogaten Madiun Regional Hospital, the subsequent deductions can be made that Organizational culture exerts a favorable and meaningful influence upon employee performance at Sogaten Madiun Regional Hospital. This indicates that an enhancement in the applied organizational culture correlates with an elevation in employee performance. A robust organizational culture can create values, norms, and work behaviors that support increased productivity and service quality. Leadership style possesses a favorable and substantial impact on employee performance at Sogaten Madiun Regional Hospital. This means that implementing an appropriate leadership style can motivate, direct, and assists personnel in the execution of their duties, thereby augmenting their performance. Organizational culture and leadership style concurrently exert a favorable and meaningful impact upon employee performance at Sogaten Madiun Regional Hospital. These two variables together contribute significantly to explaining variations in employee performance. Extraneous variables, for instance, compensation, motivation, and the work milieu, also contribute but are not discussed in this study.

E. SUGGESTIONS

The present investigation offers consequences of both a conceptual and an applied nature, reinforcing the theories of Robbins & Judge (2020) and Yukl (2020) as well as prior findings by Rahmawati and Kurniawan (2021) and Putra and Wahyuni (2022), which highlight the positive role of organizational culture and leadership style in augmenting employee performance, especially within the healthcare sector. For management, it is recommended to strengthen organizational culture and adopt more participative leadership to guide, support, and reward employees. Employees are encouraged to internalize organizational values and enhance communication with leaders to foster motivation and collaboration. Future research should include additional variables such as motivation, compensation, work environment, and job satisfaction, as well as extend the study to other hospitals or public institutions for broader applicability.

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