



The Effect of Leadership and Organizational Culture on Employee Performance through Job Satisfaction as Mediation at Pakuwon Sumedang General Hospital during the COVID-19 Pandemic

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Health workers experience high work pressure during the pandemic due to an increase in the number of patients. Pakuwon Sumedang General Hospital also experienced this. In a situation like this, employee performance in the health sector becomes essential. Several factors can affect employee performance in the health sector, such as the role of leadership, organizational culture, and job satisfaction. This study aims to determine the influence of leadership and organizational culture on employee performance by mediating job satisfaction at Pakuwon Sumedang General Hospital during the pandemic. This research is a descriptive verification study by distributing questionnaires to 70 employees of Pakuwon Sumedang General Hospital. Research testing using descriptive analysis and path analysis. The analysis results show that leadership and organizational culture can influence employee job satisfaction by 87.4%. The remaining variables outside this model can influence the remaining 12.6%. Employee performance can be affected by leadership by 50.55% and influenced by organizational culture by 7.08%. Partially, leadership significantly affects job satisfaction, and organizational culture significantly affects job satisfaction. In addition, partially, leadership significantly affects employee performance, and organizational culture significantly affects employee performance.

Keywords: COVID-19; Employee Performance; Job Satisfaction; Leadership; Organizational Culture;

Tenaga kesehatan mengalami tekanan kerja yang tinggi selama pandemi akibat peningkatan jumlah pasien. RSUD Pakuwon Sumedang pun mengalami hal serupa. Dalam situasi seperti ini, kinerja pegawai di bidang kesehatan menjadi hal yang penting. Beberapa faktor yang dapat mempengaruhi kinerja pegawai di bidang kesehatan, seperti peran kepemimpinan, budaya organisasi, dan kepuasan kerja. Penelitian ini bertujuan untuk mengetahui pengaruh kepemimpinan dan budaya organisasi terhadap kinerja pegawai dengan memediasi kepuasan kerja di RSUD Pakuwon Sumedang pada masa pandemi. Penelitian ini merupakan penelitian deskriptif verifikatif dengan menyebarkan kuesioner kepada 70 pegawai Rumah Sakit Umum Pakuwon Sumedang. Pengujian penelitian menggunakan analisis deskriptif dan analisis jalur. Hasil analisis menunjukkan bahwa kepemimpinan dan budaya organisasi dapat mempengaruhi kepuasan kerja karyawan sebesar 87,4%. Variabel rem di luar model ini dapat mempengaruhi sisanya sebesar 12,6%, sedangkan kinerja dapat dipengaruhi oleh kepemimpinan sebesar 50,55% dan dipengaruhi oleh budaya organisasi sebesar 7,08%. Secara parsial kepemimpinan berpengaruh signifikan terhadap kepuasan kerja, dan budaya organisasi berpengaruh signifikan terhadap kepuasan kerja. Selain itu secara parsial kepemimpinan berpengaruh signifikan terhadap kinerja pegawai, dan budaya organisasi berpengaruh signifikan terhadap kinerja pegawai..

Kata Kunci: Budaya Organisasi; COVID-19; Kepemimpinan, Kepuasan Kerja; Kinerja Karyawan

INTRODUCTION

Since the Covid-19 pandemic took place in Indonesia, health workers have been required to provide the best service. As of November 2021, at least 4.25 million Covid-19 cases have been identified in Indonesia, and 144,000 people have died [1]. In a situation like this, it is known that the available health facilities have collapsed, the health workers are overwhelmed, and many of them have died. This is the heaviest blow to the national health system [2].

During the pandemic, health workers must work harder than before, doing work that is not optimal. The quality of service will be disrupted if the condition of the overwhelmingly heavy workload of health workers continues [3]. In addition, work fatigue will reduce job satisfaction [4]. In a situation like this, a leader plays a vital role in regulating and conditioning employees so that the company's operations can continue to run [5-6]. The transformational leadership style is considered capable of overcoming crisis management conditions [7] because the leader will be required to communicate effectively, overcome ambiguity, lead and support employees, take risky actions, and work together as a team [7-8]. This leadership style will lead employees to satisfactory work results [9].

During the pandemic, the strong organizational culture in health services also affects employee performance. Burnout can develop due to increased work demands that lead to it, and limited resource availability during a pandemic can result in low work engagement. The demands of work and the availability of resources are part of the organizational culture of the workplace. Organizational culture can prevent burnout, such as teamwork, managerial support, autonomy in decision-making, and adequate working conditions [10]. For health workers, the existence of an organizational culture that supports a high level of work will increase job satisfaction, and it can improve performance in providing health services [11].

Pakuwon Sumedang General Hospital is a type C hospital, a private hospital that is a referral for COVID-19 patients in Sumedang City. During the pandemic, the hospital experienced an increase in the number of patients, both in the Emergency Department (ER), Outpatient, and Inpatient. To some extent, hospital bed occupancy can even reach maximum capacity. In addition, employee performance is also determined by the role of organizational culture in dealing with the high demands of health workers' duties. The high number of COVID-19 patients has piled patients on a waiting list. Meanwhile, the inpatient room also experienced a reduction in beds because it was diverted for Covid-19 patients so that non-Covid-19 patients also piled up. This condition results in an extra workload for nurses. The situation worsens when some nurses are on leave because they have to undergo self-isolation. This is happening not only to health workers but also to the management.

The employees also feel that some departments lack nurses, but the number of nurses is actually more than needed in other departments. In addition, miscommunication often occurs, especially in terms of coordination. It indicates poor leadership supervision and communication. Nurses also feel that the direction and guidance from the leadership are unclear. Weak leadership supervision also results in nurses' ignorance and unawareness when making mistakes, resulting in many delayed employee evaluations. It will trigger dissatisfaction at work.

In addition, organizational culture should adapt to a pandemic situation, focusing on changing work shifts and mental disorders due to employee fatigue [12]. That way, the hospital's organizational culture can have a clear mission, remain consistent in service and treatment, and be actively involved in employees' problems [13]. Based on the case mentioned above, this study aims to determine the effect of leadership and organizational culture on employee performance through job satisfaction mediation at Pakuwon Sumedang General Hospital during the pandemic.

METHODOLOGY

The nature of this research is descriptive and verification. Data collection was carried out using face-to-face interviews with the human resources department and several employees of Pakuwon Sumedang Hospital. Data were also collected by questionnaire and observation. The research population was 230 employees, consisting of several Pakuwon Sumedang General Hospital departments. Descriptive data analysis was carried out in several stages consisting of analyzing each answer to the questionnaire and then calculating the frequency and percentage, giving weights on an ordinal scale with Likert, calculating the total score, calculating the average value of each question which is an assessment indicator. After all the steps are completed, a variable classification range is made. The next step is verification analysis. The hypothesis test uses the Fg test and the t-test. The data obtained is data with an ordinal scale. The data needs to be converted first into interval-scale data using the Method of Successive Interval (MSI) technique to facilitate data processing. After changing the ordinal data to interval data using the Method of Successive Interval, the next step is to test the normality of the data to find out whether the sample used in this study comes from a population that is normally distributed or not. The normality test in this study uses the Kolmogorov-Smirnov test. Path analysis is then carried out once it is known that there is no violation of the parametric assumptions.

RESULT

The results of the descriptive analysis show that the majority of respondents are female or as many as 43 people (61.43%). The age of most respondents is in the range of 25-35 years. As many as 41 people, or the majority of respondents, have worked for more than three years (58.57%). In comparison, as many as nine people, or a minority of respondents, have worked for less than one year (12.86%).

Table 1.
Respondents Data

Category	Frequency	Percentage
Sex		
Male	27	38,57%
Female	43	61,43%
Age		
< 25 years	13	18,57%
25-35 years	41	58,57%
36-46 years	13	18,57%
>46 years	3	4,29%
Tenure		
< 1 year	9	12,86%
1 - 2 year	10	14,29%
2 - 3 year	10	14,29%
> 3 year	41	58,57%

The results of the frequency analysis of respondents' answers from research variables indicate that the leadership variable is in the poor category, the organizational culture variable is in the improper category, the level of employee satisfaction is in the less satisfied category, and the employee performance variable is in the poor category.

Table 2.
Variable Percentage

Variable	Total Score	Ideal Score	Percentage	Category
Leadership	2481	350	50,63%	Poor
Organizational Culture	2498	350	50,98%	Improper
Work Satisfaction	2289	350	50,31%	Less Satisfied
Employee Performance	2475	350	50,51%	Poor

The Effect of Leadership and Organizational Culture on Employee Job Satisfaction

The simultaneous test uses the F-test analysis. Based on the table, obtained is an F value of 240,405 with a probability value (sig) on the ANOVA test of 0.000, which is <0.05. As a result, H0 is rejected and H1 is accepted. Therefore, it can be concluded that leadership and organizational culture affected employee job satisfaction at Pakuwon Sumedang General Hospital during the COVID-19 pandemic. The better the leadership and organizational culture, the higher employees' job satisfaction at Pakuwon Sumedang General Hospital during the COVID-19 pandemic and vice versa. Leadership and organizational culture can affect employee job satisfaction by 87.4%, and variables outside this model can affect the remaining 12.6%.

Table 3.
Simultaneous Analysis Results

Alternative Hypothesis	F-count	Db	F-table	Decision	Conclusion
X1 and X2 simultaneously affect Y	240,405	db1 = 2 db2 = 67	3,134	H ₀ Rejected	Significant

Partial Hypothesis Testing: The Effect of Leadership on Employee Job Satisfaction

Based on the results of computerized analysis, it is obtained that H1 information was partially accepted. It can be concluded that leadership affects employee job satisfaction at Pakuwon Sumedang General Hospital during the COVID-19 pandemic.

Table 4.
The Effect of Leadership on Employee Job Satisfaction

Hypothesis	t-count	Db	t-table	Decision	Conclusion
pyx1 ≠ 0	5,594	67	±1,996	H ₀ Rejected	Significant

Partial Hypothesis Testing: The Effect of Organizational Culture on Employee Job Satisfaction

Based on the results of the computerized analysis, it is obtained that H1 information was partially accepted. It can be concluded that organizational culture affects employee job satisfaction at Pakuwon Sumedang General Hospital during the COVID-19 pandemic.

Table 5.
The Effect of Organizational Culture on Employee Job Satisfaction

Hypothesis	t-count	Db	t-table	Decision	Conclusion
Pyx2 ≠ 0	4,553	67	±1,996	H ₀ Rejected	Significant

The Effect of Leadership and Organizational Culture on Employee Performance at Pakuwon Hospital Sumedang during the COVID-19 Pandemic

The simultaneous test uses F-test analysis. Based on the table, the F value is 362.147 with the probability value (sig) on the ANOVA test of 0.000, which is <0.05. As a result, H₀ is rejected and H₁ is accepted. Therefore, it can be concluded that leadership and organizational culture affected employee performance at Pakuwon Sumedang General Hospital during the COVID-19 pandemic. The better the leadership and organizational culture, the better the performance of employees at Pakuwon Sumedang Hospital during the COVID-19 pandemic and vice versa.

Table 6.
Simultaneous Analysis Results

Alternative Hypothesis	F-count	Db	F-table	Decision	Conclusion
X1 and X2 simultaneously affect Z	362,147	db1 = 2 db2 = 67	3,134	H ₀ Rejected	Significant

Partial Hypothesis Testing: The Effect of Leadership on Employee Performance

The table shows that the t-count value for the leadership variable is greater than the t-table. The significance value obtained is also smaller than the probability value ($p < 0.05$). This means that H1 is partially accepted. Based on the analysis results, it can be concluded that the leadership variable partially affects the performance of employees at Pakuwon Sumedang General Hospital during the COVID-19 pandemic.

Table 7.
The Effect of Leadership on Employee Performance

Hypothesis	t-count	Db	t-table	Decision	Conclusion
$\rho_{zx1} \neq 0$	9,013	67	$\pm 1,996$	H0 Rejected	Significant

Partial Hypothesis Testing: The Effect of Organizational Culture on Employee Performance

The table shows that the t-value for the organizational culture variable is greater than the t-table. The significance value obtained is also smaller than the probability value ($p < 0.05$). This means that H1 is partially accepted. Based on the analysis results, it can be concluded that organizational culture variables partially affected employee performance at Pakuwon Sumedang General Hospital during the COVID-19 pandemic.

Table 8.
The Influence of Organizational Culture on Employee Performance

Hypothesis	t-count	Db	t-table	Decision	Conclusion
$\rho_{zx2} \neq 0$	3,373	67	$\pm 1,996$	H0 Rejected	Significant

DISCUSSION

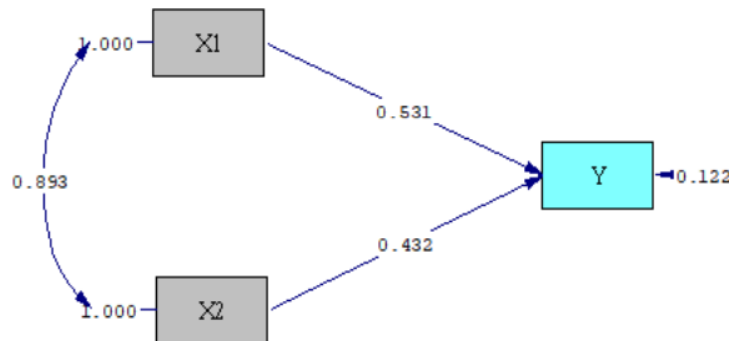


Figure 1.
The Effect of Leadership and Organizational Culture on Employee Job Satisfaction

Based on the table and path diagram above, the path analysis equation is as follows:

$$Y = 0.531X1 + 0.432X2 + 1$$

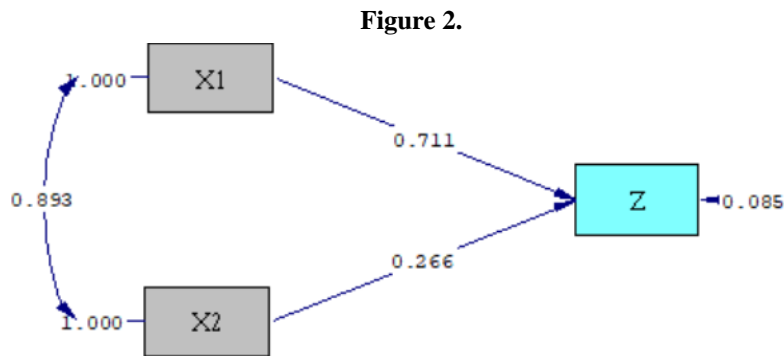
Based on this equation, employee job satisfaction can be affected by leadership by 28.20% and by organizational culture by 18.66%. The leadership factor has a stronger effect on increasing employee job satisfaction at Pakuwon Sumedang General Hospital during the COVID-19 Pandemic. Good leadership is an effort to increase employee job satisfaction to increase enthusiasm in completing work obligations and tasks during the pandemic.

Leadership style is what employees need during this pandemic to get clear directions from leaders and motivate employees, especially when the workload becomes heavier due to the pandemic conditions. However, when the leader—with their leadership style—can provide direction, influence, and motivate employees, employees will feel satisfied with their work.

In addition, organizational culture also has a vital role in employee job satisfaction levels during a pandemic. This reflects how the existing organizational culture can accommodate the current high-pressure working conditions to produce job satisfaction for employees. Organizational culture can unite members as a social glue. In carrying out work, it can occur properly because of the supportive working conditions built based on the organizational culture in which members apply it.

The results of this study are consistent with the results of previous studies that found leadership style affects job satisfaction. Leadership style represents the leader's philosophy, skills, and attitudes [12]. These leadership styles vary based on motivation,

power, or orientation to tasks and people [6], similar to Adelia's research [15], where leadership style significantly determines job satisfaction. In addition, employee job satisfaction is significantly determined by organizational culture [16, 17, 18].



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Based on the table and path diagram above, the path analysis equation is as follows:

$$Y = 0.711X1 + 0.266X2 + 1$$

Based on this equation, leadership can influence employee performance by 50.55% and organizational culture by 7.08%. The leadership factor has a stronger influence on improving employee performance at Pakuwon Sumedang General Hospital during the COVID-19 pandemic. Good leadership is an effort to enhance employee performance to increase enthusiasm in completing work obligations and tasks during the pandemic. In addition, the right organizational culture will make it easier for employees to complete their work so that the right organizational culture can further improve their performance [16, 19]. Employees who feel they get the right direction from their leaders and think that they are in the right organizational culture will improve employee performance during the current pandemic. This analysis is also supported by previous research, where leadership style significantly influences employee performance, especially when the organization is in a situation that is outside the everyday operational habits of the organization [6,8,16,19,20], such as the pandemic situation at Pakuwon General Hospital.

Limitation

This study has some limitations; the design of this study did not compare employee performance before the pandemic. In addition, the limitations of this study do not measure other factors that can affect employee performance, so the conclusions of the study were drawn out more cautiously.

CONCLUSIONS AND SUGGESTIONS

Based on the study results, leadership and organizational culture simultaneously affect employee job satisfaction, while leadership partially affects job satisfaction. Organizational culture also affects job satisfaction. In terms of employee performance, the results of the simultaneous analysis prove that leadership and organizational culture can affect employee performance, where leadership factors have a stronger effect on improving employee performance. Partially, the leadership variable has a significant effect on employee performance, and organizational culture affects employee performance.

This study has some limitations; the design of this study did not compare employee performance before the pandemic. In addition, the limitations of this study do not measure other factors that can affect employee performance, so the conclusions of the study were drawn out more cautiously.

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