

Examining The Effect Of Leadership Style And Organizational Culture On Nurses' Performance Through Work Motivation In A Regional Public Hospital

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Abstract: *The purpose of this research is to examine the influence of leadership style and organizational culture on nurses' performance, with work motivation serving as a mediating variable. The study not only focuses on the direct relationships among the variables but also investigates how work motivation mediates the link between leadership, organizational culture, and performance. This research applies a quantitative method with a survey approach. Primary data were collected through questionnaires distributed to 175 nurses working at RSUD Kota Cilegon. The data were then analyzed using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) to test the relationships among the research variables simultaneously. The findings reveal that leadership style and organizational culture have a positive and significant impact on nurses' performance. In addition, work motivation is proven to function as a mediating variable that strengthens this relationship, thereby enhancing the influence of both leadership and organizational culture on nurses' performance.*

Abstrak : *Penelitian ini bertujuan untuk mengkaji pengaruh gaya kepemimpinan dan budaya organisasi terhadap kinerja perawat dengan motivasi kerja sebagai variabel mediasi. Fokus penelitian tidak hanya pada hubungan langsung antar variabel, tetapi juga pada bagaimana motivasi kerja berperan dalam memperantarai keterkaitan antara kepemimpinan, budaya organisasi, dan kinerja. Penelitian ini menggunakan metode kuantitatif dengan pendekatan survei. Data primer dikumpulkan melalui penyebaran kuesioner kepada 175 perawat yang bekerja di RSUD Kota Cilegon. Selanjutnya, data dianalisis dengan Structural Equation Modeling (SEM) berbasis Partial Least Square (PLS) guna menguji keterkaitan antar variabel penelitian secara simultan. Hasil penelitian mengungkapkan bahwa gaya kepemimpinan dan budaya organisasi berpengaruh positif serta signifikan terhadap kinerja perawat. Selain itu, motivasi kerja terbukti berperan sebagai variabel mediasi yang memperkuat hubungan tersebut, sehingga meningkatkan pengaruh kepemimpinan maupun budaya organisasi terhadap kinerja perawat*

Keywords : *Leadership Style, Organizational Culture, Work Motivation, Nurses' Performance, RSUD Kota Cilegon*

INTRODUCTION

Human resource management (HRM) is an essential aspect of organizational management, particularly in public service institutions such as hospitals. Effective HRM significantly influences the quality of services provided to the community because human resources function as planners, implementers, and determinants of organizational goal achievement (Hidayat et al., 2023; Putra & Suseno, 2022). Every organization has objectives that guide and integrate organizational activities

(Mahpudin & Suseno, 2022). In the hospital context, professional management of both healthcare and non-healthcare personnel is crucial to improving the quality of healthcare services (Munijaya, 2019; Hariyoko et al., 2021).

Nurses play a strategic role in the healthcare system because they interact directly with patients in delivering nursing care. Optimal nurse performance contributes to higher patient satisfaction and improved hospital operational efficiency. Previous studies have shown that nurse performance is influenced by several factors, including work motivation, leadership style, and organizational culture (Jufrizen, 2017). Therefore, hospital management needs to understand and manage these factors effectively in order to improve the quality of healthcare services.

The performance of nurses at the Cilegon Regional Public Hospital is still challenged by issues related to leadership style, organizational culture, and work motivation. These conditions can be observed through suboptimal service delivery, delays in medical treatment, and low patient satisfaction levels (Etlidawati & Handayani, 2017; Prayogi, 2018; Tumanggor et al., 2024). In addition, some nurses feel that they receive insufficient professional recognition and limited career development opportunities, which negatively affect their work enthusiasm. The lack of two-way communication between hospital leaders and nursing staff also contributes to low work motivation among nurses. These phenomena indicate that improving nurse performance requires not only technical training but also improvements in leadership practices, supportive organizational culture, and sustainable work motivation enhancement.

The preliminary survey results revealed variations in nurses' productivity and work efficiency. Although most nurses were able to perform their duties effectively, some experienced difficulties in maintaining consistent performance, especially under high work pressure. This situation suggests that the leadership style implemented in each work unit has not fully provided effective support and motivation. Furthermore, the high proportion of neutral responses regarding efficiency and work quantity indicates that the organizational culture has not entirely encouraged innovation, active involvement, and self-development among nurses.

Several indicators, such as service quality and punctuality, showed relatively positive results. This finding suggests that leadership styles providing clear direction and enforcing work discipline may positively influence nurse performance. Previous studies have reported that participative and transformational leadership styles can improve nurses' work motivation by encouraging participation and appreciating individual performance (Asman & Rony, 2023; Aswara & Kurniawan, 2022). In addition, a strong and adaptive organizational culture oriented toward collaboration and professionalism has been proven to foster disciplined and productive work behavior (Pratama, 2023; Rahmaniar et al., 2024; Ayu Anggraini, 2023).

Various studies have also emphasized the importance of work motivation in improving employee performance within hospitals. Nurses with high work motivation tend to demonstrate better service accuracy, responsibility, and precision in carrying out clinical procedures (Lestari & Widodo, 2021; Sari et al., 2022). Moreover, work motivation acts as a mediating variable that strengthens the influence of leadership style and organizational culture on employee performance (Putri & Hidayat, 2021; Azhari, 2023; Fitriani & Dewi, 2020; Sembiring, 2022). Therefore, this study aims to analyze the influence of leadership style and organizational culture on nurses' performance through work motivation at the Cilegon Regional Public Hospital.

METHOD

This study highlights the challenges faced by RSUD Kota Cilegon in improving the performance of nurses as the front line of healthcare services. Variations in nurses' performance, in terms of productivity, efficiency, and punctuality, indicate that both internal and external organizational factors—particularly leadership style and organizational culture—play an important role in determining the quality of healthcare services. The purpose of this research is to examine the influence of leadership style and organizational culture on nurses' performance, with work motivation serving as a mediating variable. The study not only focuses on the direct relationships among the variables but also investigates how work motivation mediates the link between leadership, organizational culture, and performance. This research applies a quantitative method with a survey approach. Primary data were collected through questionnaires distributed to 175 nurses working at RSUD Kota Cilegon. The data were then analyzed using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) to test the relationships among the research variables simultaneously. The findings reveal that leadership style and organizational culture have a positive and significant impact on nurses' performance. In addition, work motivation is proven to function as a mediating variable that strengthens this relationship, thereby enhancing the influence of both leadership and organizational culture on nurses' performance. The conclusion of this study emphasizes that nurses' performance is not only influenced by leadership and organizational culture but also by their level of work motivation. Therefore, hospital management should implement an inspiring leadership approach, foster a positive organizational culture, and create a supportive environment for nurses' motivation in order to significantly improve the quality of healthcare services.

RESULTS AND DISCUSSION

The validity test results showed that all research indicators used to measure leadership style, organizational culture, work motivation, and nurses' performance met the required validity criteria. Based on the convergent validity analysis using the outer loading value, all indicators obtained loading

factors greater than 0.70, indicating that each indicator was able to explain its latent construct adequately (Hair et al., 2021). In addition, the Average Variance Extracted (AVE) values for all variables exceeded the minimum threshold of 0.50, which confirmed that the constructs possessed good convergent validity (Ghozali, 2021). The discriminant validity test also demonstrated satisfactory results, as the square root of AVE for each construct was higher than the correlation values among constructs, indicating that each variable was empirically distinct from the others.

The reliability test results indicated that all research variables were reliable and internally consistent. This was evidenced by the Cronbach's alpha values and composite reliability values for all constructs, which were above the recommended threshold of 0.70 (Hair et al., 2021). The leadership style variable obtained a Cronbach's alpha value above 0.80, while organizational culture, work motivation, and nurses' performance also showed high reliability values. These findings demonstrate that the questionnaire items consistently measured the intended constructs and could therefore be used as reliable instruments for further statistical analysis. The high composite reliability values additionally confirmed the stability and consistency of the measurement model used in this study.

The results of the coefficient of determination (R^2) analysis showed that the proposed research model had a strong explanatory power. The R-square value for the work motivation variable was 0.926, indicating that leadership style and organizational culture were able to explain 92.6% of the variance in work motivation, while the remaining 7.4% was influenced by other variables outside the scope of this study. Furthermore, the R-square value for nurses' performance was 0.944, which means that leadership style, organizational culture, and work motivation simultaneously explained 94.4% of the variance in nurses' performance, whereas the remaining 5.6% was explained by other factors not included in the model. These findings indicate that the structural model has a strong predictive capability and a high level of explanatory relevance.

The inner model analysis through path coefficient testing revealed that all direct relationships among the variables were positive and statistically significant. Leadership style had a positive and significant effect on work motivation ($\beta = 0.197$; $t = 2.141$; $p = 0.032$), while organizational culture demonstrated a stronger influence on work motivation ($\beta = 0.716$; $t = 6.862$; $p = 0.000$). In addition, leadership style significantly influenced nurses' performance ($\beta = 0.254$; $t = 2.438$; $p = 0.015$), and organizational culture also had a positive effect on nurses' performance ($\beta = 0.254$; $t = 2.414$; $p = 0.016$). Work motivation itself showed a strong and significant effect on nurses' performance ($\beta = 0.534$; $t = 5.232$; $p = 0.000$). Since all t-statistics exceeded the critical value of 1.96 and all p-values were below 0.05, all proposed hypotheses were accepted.

The predictive relevance of the model was further assessed using the Stone-Geisser Q^2 test through the blindfolding procedure. The results indicated Q^2 values of 0.921 for work motivation and

0.937 for nurses' performance. These values were substantially higher than 0, indicating that the model possessed strong predictive relevance. In addition, the Root Mean Square Error (RMSE) and Mean Absolute Error (MAE) values for both endogenous variables were relatively low, suggesting that the model had good predictive accuracy. These findings confirm that the proposed structural model was capable of accurately predicting the endogenous constructs within the research framework.

The goodness-of-fit (GoF) index was also calculated to evaluate the overall performance of the structural and measurement models. Based on the average AVE value of 0.795 and the average R-square value of 0.935, the GoF index obtained was 0.86. This value exceeded the recommended threshold of 0.36 for a large GoF category, indicating that the model demonstrated a high level of overall fit and validity. Therefore, the model used in this study can be considered appropriate and reliable for explaining the relationships among leadership style, organizational culture, work motivation, and nurses' performance at RSUD Kota Cilegon.

The hypothesis testing results demonstrated that all proposed hypotheses in this study were accepted. The first hypothesis revealed that leadership style had a positive and significant effect on nurses' performance, as indicated by the t-statistic value of 2.141, which exceeded the critical value of 1.96, and the p-value of 0.012, which was lower than 0.05. This finding confirms that effective leadership practices contribute significantly to improving nurses' performance at RSUD Kota Cilegon. The second hypothesis showed that organizational culture also had a positive and significant influence on nurses' performance, with a t-statistic value of 2.438 and a p-value of 0.015. This result indicates that a supportive organizational culture characterized by professionalism, collaboration, and discipline positively affects nurses' work outcomes.

The third hypothesis examined the direct effect of leadership style on work motivation. The results showed a significant positive relationship, with a t-statistic value of 6.862 and a p-value of 0.000. This finding indicates that leadership style plays an important role in increasing nurses' motivation by providing direction, support, and recognition in the workplace. The fourth hypothesis revealed that organizational culture significantly influenced work motivation, as evidenced by a t-statistic value of 2.414 and a p-value of 0.016. This result demonstrates that a positive organizational environment encourages nurses to become more motivated and committed in performing their duties. Furthermore, the fifth hypothesis confirmed that work motivation had a positive and significant effect on nurses' performance, with a t-statistic value of 5.232 and a p-value of 0.000, indicating that motivated nurses tend to demonstrate better performance quality and productivity.

The mediation analysis further strengthened the findings of this study. The sixth hypothesis tested whether work motivation mediated the relationship between leadership style and nurses' performance. The Sobel Test results showed a z-value of 4.167 with a significance level below 0.001, indicating a

significant mediation effect. This finding confirms that leadership style not only directly affects nurses' performance but also indirectly improves performance through increased work motivation. Therefore, work motivation serves as an important mechanism through which leadership practices influence employee performance in the hospital environment.

The seventh hypothesis examined the mediating role of work motivation in the relationship between organizational culture and nurses' performance. The Sobel Test produced a z-value of 2.196 with a p-value below 0.05, indicating that work motivation significantly mediated the influence of organizational culture on nurses' performance. This result suggests that a supportive organizational culture enhances nurses' motivation, which subsequently improves their performance. Consequently, organizational culture contributes both directly and indirectly to performance improvement through the enhancement of work motivation.

Overall, the mediation analysis indicated that work motivation functioned as a partial mediating variable rather than a full mediating variable. This conclusion was based on the total effects analysis, which showed that the direct effects of leadership style and organizational culture on nurses' performance remained statistically significant even after the inclusion of work motivation as a mediator. Therefore, the findings emphasize that improving nurses' performance requires not only effective leadership and a supportive organizational culture but also continuous efforts to strengthen nurses' work motivation as an essential factor in achieving optimal healthcare service performance.

The findings of this study demonstrate that leadership style has a positive and significant influence on nurses' performance at RSUD Kota Cilegon. This result indicates that effective leadership practices, such as providing clear direction, supervision, support, and appreciation, are capable of improving nurses' productivity and service quality. In the healthcare sector, leadership is considered one of the most important managerial factors because nurses require guidance and coordination in performing complex and high-pressure tasks. According to Robbins and Judge (2018), leadership style directly affects employee attitudes, commitment, and performance within organizations. Similarly, Northouse (2022) explains that transformational and participative leadership styles can improve employee confidence and encourage better work performance through effective communication and motivation. The present findings are also consistent with previous studies conducted by Asman and Rony (2023), which found that participative leadership positively affects nurses' performance because employees feel more involved in organizational decision-making processes.

This study also revealed that organizational culture significantly influences nurses' performance. A supportive organizational culture characterized by discipline, teamwork, professionalism, and mutual respect creates a positive working environment that encourages employees to perform more effectively. Organizational culture serves as a behavioral guideline for employees in carrying out their duties and

interacting with colleagues within the workplace. Schein and Schein (2021) state that organizational culture shapes employee behavior and organizational values, which ultimately influence organizational effectiveness and performance. In the hospital context, a strong organizational culture is essential because healthcare services require collaboration, consistency, and shared professional values. The findings of this study support previous research by Pratama (2023) and Rahmانيar et al. (2024), which concluded that organizational culture has a substantial role in improving employee discipline, productivity, and service quality in public healthcare institutions.

Furthermore, the results showed that leadership style significantly affects nurses' work motivation. Leaders who are able to provide recognition, encouragement, and emotional support can strengthen nurses' enthusiasm and commitment toward their work responsibilities. Motivation is a critical psychological factor that influences employee willingness to exert effort in achieving organizational goals. Herzberg's Two-Factor Theory explains that recognition, achievement, and opportunities for growth function as motivational factors that increase employee satisfaction and performance (Herzberg, 1968). In addition, Bass and Riggio (2006) argue that transformational leaders are capable of inspiring employees and increasing intrinsic motivation through vision, trust, and empowerment. Therefore, the findings suggest that hospital leaders who apply supportive and participative leadership approaches can effectively enhance nurses' motivation and engagement in delivering healthcare services.

The study also found that organizational culture positively and significantly affects work motivation. Nurses who work in an environment that promotes collaboration, fairness, professionalism, and open communication tend to experience higher levels of motivation and organizational commitment. A positive organizational culture creates psychological comfort and encourages employees to contribute more actively to organizational objectives. According to Denison (1990), organizational culture influences employee motivation because shared organizational values create a sense of belonging and commitment among employees. This finding is aligned with previous studies by Fitriani and Dewi (2020), which demonstrated that adaptive organizational cultures positively influence employee motivation and work behavior. In the context of hospitals, supportive cultural values are especially important because nurses frequently work under stressful and emotionally demanding conditions that require strong psychological support from the organization.

Another important finding of this study is the significant influence of work motivation on nurses' performance. Nurses with higher levels of motivation were found to demonstrate better productivity, accuracy, discipline, and responsibility in carrying out nursing procedures and patient care activities. Motivation encourages employees to perform tasks enthusiastically and maintain high levels of work commitment even under challenging conditions. According to Mangkunegara (2017), work motivation

is one of the primary determinants of employee performance because motivated employees tend to utilize their abilities more effectively in achieving organizational objectives. This finding is also supported by Lestari and Widodo (2021), who reported that highly motivated healthcare workers provide better service quality and show stronger accountability in performing clinical responsibilities. Therefore, improving nurses' motivation should become a strategic priority for hospital management in order to enhance healthcare service quality.

Finally, the mediation analysis confirmed that work motivation partially mediates the relationship between leadership style, organizational culture, and nurses' performance. This finding indicates that leadership style and organizational culture not only influence performance directly but also indirectly through the enhancement of employee motivation. In other words, effective leadership and a positive organizational culture can strengthen nurses' motivation, which subsequently improves their performance outcomes. Baron and Kenny (1986) explain that mediation occurs when an independent variable affects a dependent variable through an intervening variable that explains the underlying relationship mechanism. The partial mediation found in this study suggests that motivation serves as an important explanatory factor, although leadership and organizational culture continue to have direct effects on performance. These findings emphasize the importance of integrating managerial leadership strategies, supportive organizational values, and motivational programs to improve nurses' performance and healthcare service quality at RSUD Kota Cilegon.

CONCLUSION

This study concludes that leadership style and organizational culture have positive and significant effects on nurses' performance at RSUD Kota Cilegon, both directly and indirectly through work motivation as a mediating variable. Effective leadership practices characterized by support, communication, and employee involvement were proven to enhance nurses' motivation and work performance. Likewise, a positive organizational culture that promotes professionalism, collaboration, and discipline contributed significantly to improving nurses' productivity and service quality. The findings also confirmed that work motivation plays an important role in strengthening the relationship between leadership style, organizational culture, and nurses' performance through partial mediation effects. Therefore, hospital management should prioritize the implementation of adaptive leadership strategies, the development of a supportive organizational culture, and continuous motivational programs in order to improve nurses' performance and enhance the overall quality of healthcare services.

For future research, it is recommended that researchers expand the scope of the study by involving different hospitals or healthcare institutions to improve the generalizability of the findings. Future studies may also include additional variables such as job satisfaction, organizational commitment, work stress, or employee engagement to provide a more comprehensive understanding of factors influencing nurses' performance. In addition, applying mixed methods or longitudinal research designs may offer deeper insights into the dynamic relationships among leadership, organizational culture, motivation, and employee performance over time..

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