

# Analysis of the Influence of Leadership Style on Organizational Culture and Organizational Performance at RSUD H. Andi Sulthan Daeng Radja Bulukumba District

Andi Nadia Nur Cahyani<sup>1\*</sup>, Balqis<sup>2</sup>, Indar<sup>2</sup>, Amran Razak<sup>2</sup>, A. Arsunan Arsin<sup>3</sup>, Lalu Muhammad Saleh<sup>4</sup>, Anwar Mallongi<sup>5</sup>

**Andi Nadia Nur Cahyani<sup>1\*</sup>,  
Balqis<sup>2</sup>, Indar<sup>2</sup>, Amran Razak<sup>2</sup>,  
A. Arsunan Arsin<sup>3</sup>, Lalu  
Muhammad Saleh<sup>4</sup>, Anwar  
Mallongi<sup>5</sup>**

<sup>1</sup>Masters Student of Health Administration and Policy, Faculty of Public Health, Hasanuddin University, INDONESIA.

<sup>2</sup>Department of Health Administration and Policy, Faculty of Public Health, Hasanuddin University, INDONESIA.

<sup>3</sup>Department of Epidemiology, Faculty of Public Health, Hasanuddin, INDONESIA.

<sup>4</sup>Department of Occupational Health and Safety, Faculty of Public Health, Hasanuddin University, INDONESIA.

<sup>5</sup>Department of Environmental Health, Faculty of Public Health, Hasanuddin University, INDONESIA.

## Correspondence

**Andi Nadia Nur Cahyani**

Masters Student of Health Administration and Policy, Faculty of Public Health, Hasanuddin University, INDONESIA.

E-mail: a.nadianurcahyani13@gmail.com

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## ABSTRACT

The success and failure of a hospital is influenced by a leader, Effective leadership impacts the progress of the hospital so that leadership style becomes one of the determining factors in the success of hospital performance. Leadership style is a norm of behavior used by a person when that person tries to influence the behavior of other people or subordinates. This research aims to determine the influence of leadership style on organizational culture and organizational performance at RSUD H.Andi Sulthan Daeng Radja, Bulukumba Regency, the type of research used is quantitative research. The sample in this study was 178 staff and health workers at H.Andi Sulthan Daeng Radja Regional Hospital Bulukumba Regency using a sampling technique. *Accidental Sampling*. The analysis method used is *Path Analysis* with *SmartPLS* software version 3.0. Based on the results of this research, it shows that there is a direct influence of leadership style on organizational culture *p* value (0,000) with a *t*.statistic value (15.172), there is a direct influence of organizational culture on organizational performance with *p* value (0,000) with a *t*.statistic value (7.815), there is a direct influence of leadership style on organizational performance with *p* value (0,038) with a *t*.statistic value (2.077), and there is an influence of leadership style on organizational performance through organizational culture with *p* value (0,000) with a *t*.statistic value (6.339). Therefore, there is a need for good appreciation and direction to overcome difficulties in carrying out duties and responsibilities for employees, as well as consideration for paying more attention to employee needs which are implemented in organizational culture to improve better performance.

**Keywords:** Organizational Culture, Leadership Style, Organizational Performance, Employee needs.

## INTRODUCTION

The success of a health service organization in achieving a goal and structuring a system for its functions is very dependent on the behavior and role of a leader in carrying out and determining the organization's policies while facing current impacts. A leader is required to be able to direct his subordinates to have better readiness for their competitive abilities in order to be able to bring the organization to achieve its goals<sup>1</sup>

Organizational culture is a characteristic that is formed in an organization which will guide an organization so that there is organizational differentiation. In general, organizational culture is a norm or behavior that can be understood and accepted by all members of an organization as the basis for the rules of an organization. There are several functions of an organizational culture, including: strengthening values in an organization, as a mechanism to control behavior and as a determinant of the direction that an organization or company will take<sup>2</sup>

The performance of public sector organizations is defined as a description of the level of achievement of targets or objectives of government agencies as an explanation of the vision and mission of government agencies which indicates the level of success and failure in implementing activities in accordance with established programs and policies. Regarding performance, it can be said that most public sector organizations in Indonesia have not

been able to achieve optimal results. In this regard, performance improvement and improvement strategies can essentially be carried out through the performance management process. Because, performance management is a process designed to improve the performance of an organization<sup>3</sup>

Based on the overall results of the performance achievements of the Directorate of Referral Health Services in 2022 there are achievements of the Activity Performance indicators and RPJMN Indicators of the Directorate of Referral Health Services from 7 indicators with the results of 4 indicators that have reached the target but there are still 3 indicators that have not reached the target one of which is the percentage of referral health facilities throughout provinces that were upgraded from middle to main strata hospitals by 2,71% (target 40%). The arrangement of the referral system is aimed at establishing an effective referral system as well as strengthening provinces in resolving population health cases in their regions without having to be referred outside the region. For this reason, it is necessary to identify and map the competency of the health facility network in the province concerned<sup>4</sup>

One of the regions with the best Health Service Index in Indonesia is South Sulawesi Province. Based on the 2020 health profile, South Sulawesi Province has first-level and advanced-level health service facilities. For advanced health services, South Sulawesi has 100 hospitals with 13.162 beds distributed in 70 General Hospitals and 30 Special Hospitals<sup>5</sup>

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One of the interesting health service objects studied is the H. Andi Sulthan Daeng Radja Regional Hospital Bulukumba Regency. In 2015, the H. Andi Sulthan Daeng Radja Regional Hospital was further upgraded to a type "B" hospital in accordance with the Decree of the Minister of Health Number HK.02.03/1/0196/2015 dated 4 February 2015 which is committed to becoming a quality, professional referral hospital and prosperous by prioritizing Trauma center and Catlab services as superior services at the H. Andi Sulthan Daeng Radja Bulukumba Regional General Hospital until 2022 which is supported by 318 beds with accountable service performance as follows:

Based on table 1, it can be concluded that the service performance of the H.A.Sulthan Daeng Radja Regional General Hospital Bulukumba Regency in 2016-2020 is still very low so it is hoped that the hospital will need selective evaluation monitoring based on its performance indicators and carry out re-planning according to the resources it has, as well as carrying out bureaucratic reform and effective and efficient services<sup>6</sup>

Research conducted by Hasyifah Sri Lestari (2019) where the results of research on the level of organizational culture at Hermina Pasteur Hospital were in the High category. The level of transactional leadership style at Hermina Pasteur Hospital is in the High category. The level of employee performance at Hermina Pasteur Hospital is in the High category. Organizational culture partially has a positive and significant effect on employee performance. The transactional leadership style partially has a positive and significant effect on employee performance. Organizational culture and transactional leadership style simultaneously have a positive and significant effect on employee performance<sup>7</sup>

Research conducted by Karnila Ali (2021) shows that organizational culture has a positive and significant effect on job satisfaction and employee performance. Leadership style does not have a positive and significant effect on job satisfaction but has a positive and significant effect on employee performance<sup>8</sup>

Based on interview observations conducted at H. Andi Sultan Daeng Radja Regional Hospital with several staff and health workers, the leadership style includes leaders who are responsible and use a participatory attitude in decision making to realize an organizational goal. However, the weakness is that leaders are still lacking in giving trust to employees and the policy of providing punishment. This can be realized through the hospital's leadership style which has a big impact on staff motivation as well as on the implementation of culture.

Seeing how important the role of a leader is in dealing with subordinates and the obstacles that occur in the organization, the leadership factor has a big influence and Leadership style is a supporting factor that supports the success of a leader, then a leader must develop in terms of his Leadership style in order to be able to lead his subordinates well, so that it can achieve organizational goals effectively and efficiently.

From the statement above it can be seen that if there are problems encountered by employees or information from the public or the patient's family and hospital programs that must be communicated a meeting will be held. Decision making made by the hospital director certainly has risks that will have an impact on all employees in the work unit, but this can be avoided and minimized as much as possible, if the director can consider the decision making first by maximizing the collection of information, but if where the process is not optimal, it will be difficult for the director to choose the most appropriate solution for the interests of subordinates and to improve service to patients.

Apart from that, hospital leaders will give tasks to subordinates, given deadlines and accompanied by warnings if the task is not completed on time. In running an organization, rules and laws are needed

that function as a controlling tool so that the performance of the organization runs well. If the rules and laws in an organization do not work well, there will be conflicts of interest both between individuals and between organizations. The important function of this punishment system is to limit behavior, meaning that punishment will prevent the repetition of unwanted behavior.

This has the consequence that every leader is obliged to pay serious attention to developing, mobilizing and directing all the potential of subordinates in their environment in order to achieve organizational stability and increase productivity that is oriented towards the hospital's organizational goals.

## METHOD

This research is a quantitative. The sample in this study was 178 staff and health workers at H.Andi Sulthan Daeng Radja Regional Hospital, Bulukumba Regency, using a sampling technique. *Accidental Sampling*. The analysis method used is *Path Analysis* with SmartPLS software version 3.0. To see the influence between endogenous variables and exogenous variables through *Path Analysis* (path analysis), which can be found to be the most appropriate and shortest path for an exogenous variable to the related endogenous variable. The research results will be presented in the form of tables and narratives. This research has received approval from the Health Research Ethics Commission (KEPK) of the Faculty of Public Health, Hasanuddin University with Number: 5361/UN4.14.1/TP.01.02/2023 and Protocol Number 13923012207. 5361/UN4.14.1/TP.01.02/2023.

## RESULTS

The general characteristics of respondents include age group, gender, respondents' latest education can be seen in the following table.

Table 2. Shows the characteristics of the respondents, that the age of the respondents studied was mostly in the 20-30 year age group, amounting to 73 people (41,0%). Based on the work period of the respondents studied, there were more respondents with a work period of 1-10 years totaling 125 people (70,2%) and based on the education of the respondents studied, there were more respondents with a D3 (Diploma III) education totaling 72 people (40,4%).

Table 3 shows that based on the data above, it is known that the leadership style in RSUD H. Andi Sulthan Daeng Radja, Bulukumba Regency is greatest in the good category, namely 112 people (62,9%) while in the poor category, namely 66 people (37,1%) . The largest organizational culture is in the good category, namely 101 people (56,7%) while in the poor category, namely 77 people (43,3%). And the organizational performance at RSUD H. Andi Sulthan Daeng Radja, Bulukumba Regency was greatest in the Sufficient category, namely 112 people (62,9%) while in the insufficient category, namely 66 people (37,1%).

Table 4 shows that 51 (77.3%) respondents chose the poor leadership style category, while 15 (22.7%) chose the Good category. Respondents who chose the Poor category for organizational culture were 26 (23.2%), and those who chose the Good category were 86 (76.8%). The following table shows that 35 (45.5%) respondents chose the poor category for organizational culture, while 42 (54.5%) chose the excellent category. Respondents who chose the poor category for organizational performance were 31 (30.7%), while the excellent category was 70 (69.3%). The following table shows that 27 (40.9%) respondents chose the poor leadership style category, while 39 (59.1%) chose the excellent category. Respondents who chose the poor category for organizational performance were 39 (34.8%), while the excellent category was 73 (65.2%) at RSUD H.Andi Sulthan Daeng Radja Bulukumba Regency 2023.

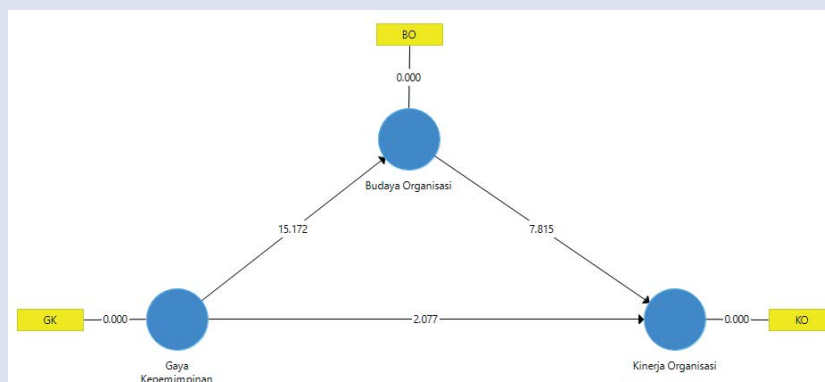


Figure 1. Output Bootstrapping.

Table 1. Achievements of Service Performance at H. Andi Sulthan Daeng Radja Hospital Bulukumba 2016-2020.

No	Hospital Service Indicators	Unit	2016	2017	2018	2019	2020	Ideally
1	Permil of discharged patients who died or Gross Death Rate (GDR)	%	33,42	29,3	31,46	30,56	36,97	<45
2	Permil the patient is out die <sub>≥</sub> 48 Hours or Net Death Rate (NDR)	%	12,00	15,08	10,50	11,6	13,10	< 25
3	Percentage of Bed Utilization or Bed Occupancy Rate (BOR)	%	60,58	54,11	58,0	56,2	36,6	60-85
4	Average bed used or Bad Turn Over (BTO)	Kl	59,33	54,10	59,0	55,3	34,9	40-50
5	Time interval for using the bed or Turn of Interval (TOI)	Hr	2,43	3,10	2,61	2,9	6,6	1-3
6	Average length of stay (LOS)	Hr	3,69	3,69	3,64	3,72	4,8	6-9

Source: Data for Bulukumba District Health Office Strategic Plan for 2022

Table 2. Frequency distribution of respondent characteristics at H.Andi Sulthan Daeng Regional Hospital Radja Bulukumba Regency in 2023.

Characteristics	Number (n)	Percent (%)
<b>Age</b>		
20-30 Years	73	41,0
31-40 Years	72	40,4
41-50 Years	32	18,0
>50 Years	1	6
<b>Working time</b>		
1-10 Years	125	70,2
11-20 Years	47	26,4
21-30 Years	5	2,8
>30 Years	1	6
<b>Education</b>		
SMA	2	1,1
D3 (Diploma III)	72	40,4
D4/S1	63	35,4
Nursing Profession	29	16,3
S2	12	6,7
<b>Amount</b>	<b>178</b>	<b>100,0</b>

Source: Primary Data 2023

Table 3. Distribution of Respondents Based on the Variables studied in H. Andi Sulthan Daeng Radja Regional Hospital, Bulukumba Regency Year 2023.

Variable	Frequency (n)	Percent (%)
<b>Leadership Style</b>		
Good	112	62,9
Less	66	37,1
<b>Organizational culture</b>		
Good	101	56,7
Less	77	43,3
<b>Organizational Performance</b>		
Good	112	62,9
Less	66	37,1
<b>Total</b>	<b>178</b>	<b>100,0</b>

Source: Primary Data 2023

**Table 4. Crosstabulation Analysis of Leadership Style on Organizational Culture and Organizational Performance at RSUD H.Andi Sulthan Daeng Radja Bulukumba Regency in 2023.**

Leadership style	Organizational culture				Total	
	Less		Good		n	%
	n	%	n	%		
Less	51	77.3%	15	22.7%	66	100.0%
Good	26	23.2%	86	76.8%	112	100.0%
Total	77	43.3%	101	56.7%	178	100.0%
Organizational culture	Organizational Performance				Total	
	Less		Good		n	%
	n	%	n	%		
Less	35	45.5%	42	54.5%	77	100.0%
Good	31	30.7%	70	69.3%	101	100.0%
Total	66	37.1%	112	62.9%	178	100.0%
Leadership Style	Organizational Performance				Total	
	Less		Good		n	%
	n	%	n	%		
Less	27	40.9%	39	59.1%	66	100.0%
Good	39	34.8%	73	65.2%	112	100.0%
Total	66	37.1%	112	62.9%	178	100.0%

Source: Primary Data 2023

**Table 5. Convergent Validity Test Results.**

Variable	AVE value	Critical Value	Model Evaluation
Leadership Style	1,000	>0.5	Valid
Organizational culture	1,000		Valid
Organizational Performance	1,000		Valid

Source: Smart PLS 2023 output

Validity test

Outer model evaluation aims to evaluate indicator variables, namely assessing the validity and reliability of the model. A valid variable means that the variable can be used to measure what it should measure and can display what it should display.

Based on Table 5, measurement (Outer Loading) states that all variables and indicators meet the criteria, so they are declared valid.

Reliability Test

Using processed validity test data, the next reliability test can be seen on the composite reliability value, which must have a value ≥ 0.7. By using SMARTPLS, the composite reliability results are obtained as follows:

From the results of Table 6, it can be seen that all variables are by the criteria, so these variables are reliable.

R-Square Test

In assessing the structural model, start by looking at the R<sup>2</sup> for each endogenous variable as the predictive power of the structural model. Here is the estimated R<sup>2</sup>:

Table 7 shows the value of R<sup>2</sup> or R Square contained in the Path Analysis Model for the organizational culture variable. The value obtained is 0.614, meaning that organizational culture's contribution or influence on leadership style is 61.4%, and other variables influence the remaining 61.4%. For the organizational performance variable, the R<sup>2</sup> or R Square value was obtained at 0.497, meaning that organizational performance's contribution or influence on leadership style is 49.7%, and other variables influence the remainder.

Hypothesis testing

The table 8 shows

- a. H0: There is no direct influence of leadership style on organizational culture

Ha: Leadership style has a direct influence on organizational culture.

Based on the table above, with p-values of 0.000 (<0.05) or with a t-statistic of 15.172 (>1.96), H0 is rejected, and Ha is accepted, which means that there is a direct influence of leadership style on organizational culture.

- b. H0: There is no direct influence of organizational culture on organizational performance

Ha: There is a direct influence of organizational culture on organizational performance.

Based on the table above, with p-values of 0.000 (<0.05) or with a t-statistic of 7.815 (>1.96), H0 is rejected, and Ha is accepted, which means that there is a direct influence of organizational culture on organizational performance.

- c. H0: There is no direct influence of leadership style on organizational performance

Ha: Leadership style has a direct influence on organizational performance.

Based on the table above, with p-values of 0.038 (<0.05) or with a t-statistic of 2.077 (>1.96), H0 is rejected, and Ha is accepted, which means that there is a direct influence of leadership style on organizational performance.

**Table 6. Composite Reliability Test Results.**

Variable	Composite Reliability	Critical Value	Model Evaluation
Leadership Style	1,000	≥0.7	Reliable
Organizational culture	1,000		Reliable
Organizational Performance	1,000		Reliable

Source: Smart PLS 2023 output

**Table 7. Path Analysis Model.**

Variable	R square	R square Adjusted
Organizational culture	0.614	0.608
Organizational Performance	0.497	0.0482

Source: Smart PLS 2023 output

**Table 8. Path Analysis of Leadership Style on Organizational Culture and Organizational Performance at H.Andi Sulthan Daeng Radja Regional Hospital, Bulukumba Regency.**

Influence Between Variables	P Value	Estimate	Conclusion
Leadership Style → Organizational Culture	0,000	15,172	Significant
Organizational Culture → Organizational Performance	0,000	7,815	significant
Leadership Style → Organizational Performance	0.038	2,077	Significant
Leadership Style → Organizational Performance → Organizational culture	0,000	6,339	Significant

Source: Smart PLS 2023 output

d. H0: There is no indirect influence of leadership style on organizational performance through organizational culture

Ha: There is an indirect influence of leadership style on organizational performance through organizational culture.

Based on the table above, with p-values of 0.000 (<0.05) or with a t-statistic of 6.339 (>1.96), H0 is rejected, and Ha is accepted, which means that there is an indirect influence of leadership style on organizational performance through organizational culture.

## DISCUSSION

### Respondent Characteristics

#### a. Respondent's Age

The results of the research show that the characteristics of the respondents at the age of the respondents studied were more in the 20-30 year age group, namely 73 people (41,0%). This large percentage is due to the fact that most of the health workers at H. Andi Sulthan Daeng Radja Regional Hospital, Bulukumba Regency are Fresh Graduates and because the majority are graduates of D-III Nursing and Midwifery education levels.

States that a person's age can influence wisdom in acting and making decisions or taking action so that the results of their work are in accordance with the goals that have been set<sup>9</sup>

This is in line with the results of research from Anisa Uswatun Khasanah (2023) that the results of the frequency distribution based on age show that the largest age group is under 30 years of age with 33 respondents (91,7%) whose average age is 20-30 years<sup>(10)</sup>

Based on the results of observations during the research, this age category is included in the productive category and is considered capable of being motivated at work so as to produce good quality and effective work.

#### b. Respondent's Working Hours

The results of the research show that the most work period of health officers/staff at the H. Andi Sulthan Daeng Radja Regional Hospital

studied were 125 respondents with a work period of 1-10 years (70,2%). The work period in this study was calculated from the start of the health officer/staff working at the hospital until the time the research was conducted.

Years of work can describe his experience in mastering his field of work. In general, officers with a lot of work experience do not need guidance compared to officers with little experience. The longer a person works in an organization, the more experienced the person will be and therefore their work skills will be<sup>11</sup>

This is in line with research by Dewi et al., (2020) which states that the characteristics of respondents with a working period of more than 1 year are the highest with a percentage of 33,3% of the 5 working periods studied<sup>10</sup>

Researchers assume that the longer the work period, the more health officers/staff will have more work experience so they will be familiar with the work environment.

#### c. Respondent's Education

Based on the results of research on the education of health officers/staff at RSUD H. Andi Sulthan Daeng Radja, Bulukumba Regency, the majority of respondents with D3 (Diploma III) education were 72 people (40,4%). This research shows that the majority of respondents have a D3 nursing educational background.

Based on the opinion of Siagian, which states that the level of nurse education can influence nurse performance<sup>12</sup>

This is in line with research by Malik, (2019) which states that the education level of nurses at Kalisat Hospital is mostly DIII nursing, namely 29 (74,4%) nurses.

From this, it shows that DIII nursing education is more common than undergraduate and postgraduate educational backgrounds.

### Variable Direct Influence of Leadership Style on Organizational Culture

Based on research results with t-statistics of 15.172 (>1.96) or p-values of 0.000 (<0.05), which means that there is a direct influence of

leadership style on organizational culture. Thus, Ha's hypothesis in this research, namely that leadership style directly influences organizational culture at RSUD H. Andi Sulthan Daeng Radja, Bulukumba Regency, is accepted.

Culture within an organization has the potential to be a driving force, drawing workers closer together and driving the business forward. According to O'Reilley's theory, organizational culture can function as a kind of social control, inspiring its members to work tirelessly for its success<sup>13</sup>

This is in line with Sri Handayani's research that leadership style influences organizational culture because organizations have characteristics, behavior or personalities that are unique and specific to each organization which is different in its organizational culture. Organizations can be differentiated from other organizations by looking at the shared system adopted by their members which is called organizational culture. Organizational culture is one form of leadership style. Leadership is an ability, art and process. This can refer to an activity or activities that must be carried out to influence other people to behave in a certain way<sup>14</sup>

Efforts to optimize individual abilities or potential in contributing to the organization depend on the presence of a leader. Based on the research results, it was found that leaders lacked a clear vision and mission so that the relationship between officers and leaders lacked good commitment to carrying out their duties and responsibilities. There are still several employee needs that have not been provided, such as providing motivation to further improve their abilities or providing training to health officers/staff so that they can further optimize success in providing good and upgraded services according to hospital plans.

### Variables: Direct Influence of Hospital Organizational Culture on Organizational Performance

Based on research results with t-statistics of 7.815 ( $>1.96$ ) or p-values of 0.000 ( $<0.05$ ), which means that there is a direct influence of organizational culture on organizational performance. Thus, Ha's hypothesis in this research, namely that organizational culture directly influences organizational performance at RSUD H. Andi Sulthan Daeng Radja, Bulukumba Regency, is accepted.

The stronger the organizational culture in the hospital, the greater the job satisfaction of health workers. And by knowing job satisfaction it will make it easier for organizations to develop the organization. An important factor that brings more job satisfaction is the opportunity given to health workers to provide their ideas or opinions as well as their skills and attention to the personal interests of employees.

From the results of observations, health officers/staff feel that the hospital always emphasizes being careful and paying attention to details when providing services. This makes health officers/staff have quite a big responsibility, but what is still a problem in increasing job satisfaction is that there are still some who have not been given the opportunity to participate in decision making, provide information and assistance in developing the abilities of each health worker. Even though health workers remain focused on optimal results according to their respective responsibilities, this organizational behavior can reduce job satisfaction because it affects individual attitudes regarding work results.

Performance results are greatly influenced by the performance of workers who carry out their responsibilities correctly, and the best performance in an organization can be assessed based on the results obtained compared to the criteria set by the company. Employees internalize the ideas, values, and expectations of their organization through what is known as "organizational culture"<sup>15</sup>

This is in line with research results where the organizational culture variable has a significant influence on Employee Performance in the Medical Support Division of Royal Progress Hospital. The calculated value for the organizational culture variable is 6,180 with a significance level of 0,000. Because the calculated value is 6,180  $>$  table value 1,664 and the significance level is 0,000  $<$  significant probability  $\alpha = 0,05$ . This means that the Organizational Culture variable partially and significantly influences employee performance<sup>16</sup>

### Variable Direct Influence of Leadership Style on Organizational Performance

Based on research results with t-statistics of 2.077 ( $>1.96$ ) or p-values of 0.038 ( $<0.05$ ), which means that there is a direct influence of leadership style on organizational performance. Thus, Ha's hypothesis in this research, namely that leadership style directly influences organizational performance at RSUD H. Andi Sulthan Daeng Radja, Bulukumba Regency, is accepted.

Leadership style has a significant influence on employee performance, both permanent and non-permanent employees. This illustrates that the better the leadership style, the higher the employee performance. Likewise, a better leadership style defined as a performance character will have an impact on good governance, so that it will also influence good performance Gultom et al., 2021 in<sup>17</sup>

The results of this research are in line with the results of research<sup>18</sup>, namely testing with multiple linear regression analysis shows the calculated value of Leadership Style is 2,351 which shows that the direction of the coefficient is positive, while the significance value of 0,023 is smaller than the significance level of 0,05 causing Ha to be accepted. So it can be concluded that Leadership Style has a positive and significant effect on Employee Performance.

This is also in line with research results where the leadership style variable influences employee performance with a significant level of  $p = 0,014$  ( $p < 0,05$ )<sup>19</sup>

Thus, the results of this research emphasize that leadership style has a major influence on employee performance because this approach determines a leader's leadership style. Where the leadership at the hospital has the will to act as individuals who are responsible and responsive in solving problems, so that the employees also feel safe because the attitude of the leader still has good feedback towards the employees. What is still the main concern in terms of satisfaction is work wages because the wages received by employees are considered a reflection of the hospital's perspective regarding employee contributions to the organization. The hospital's desires and the employee's desires must be compatible, so that employee needs must be met because it has an impact on job satisfaction and remembers the importance of motivation in fostering work enthusiasm.

### Indirect Variable Influence of Leadership Style on Organizational Performance through Organizational Culture

Based on research results with t-statistics of 6.339 ( $>1.96$ ) or p-values of 0.000 ( $<0.05$ ), which means that there is an indirect influence of leadership style on organizational performance through organizational culture. Thus, Ha's hypothesis in this research, namely that leadership style has an indirect influence on organizational performance through organizational culture at RSUD H. Andi Sulthan Daeng Radja, Bulukumba Regency, is accepted.

A person's leadership brings its own aura both for him and for other employees under him and can even give a positive image to the hospital, so that it has an impact on increasing enthusiasm, productivity, and producing superior cadres in the future which supports improving

employee performance. This system will later look for the unique characteristics of an organization and will create an organization that is different from other organizations. Employees who are able to understand these unique characteristics will behave in accordance with what is expected by the organizational culture.

Providing motivation to employees is not difficult. Companies can start with small things such as providing awards and recognition for employee work achievements<sup>20</sup>

This is in line with research results Nur Afrita, namely that there is a positive relationship which shows that there is a significant influence on the independent variables, namely organizational culture, leadership, and satisfaction at work on the dependent variable, namely the performance of employees at the Hospital. So the conclusion from this research is that employee performance is greatly influenced by organizational culture and leadership factors<sup>21</sup>

Furthermore, this is also in line with research results Sri Langgeng, that the linear regression equation model calculated in this study has an adjusted value. *R Square* ( $R^2$ ) of 0,395 or 39,5%. This means that the linear regression equation model (variable leadership style, organizational culture) is able to influence the performance variable by 39,5% and the remaining 60,5% is the role of variations in the values of other variables which are not included in this research model<sup>22</sup>

A strong organizational culture is formed because of strong values and leadership style and because a strong culture will trigger employees to think, behave and act in accordance with organizational values. Judging from the leadership style, this hospital has an attitude that can encourage employees to work together with other employees to improve performance. Where officers also have a high social level among fellow officers in completing a job, including solving problems they encounter. Apart from that, health workers carry out their duties according to procedures set by the hospital. This good cooperation and good environment results in employee satisfaction.

## CONCLUSION

1. There is a direct influence of leadership style on organizational culture at H. Andi Sulthan Daeng Radja Regional Hospital, Bulukumba Regency.
2. There is a direct influence of hospital organizational culture on organizational performance at H. Andi Sulthan Daeng Radja Hospital, Bulukumba Regency.
3. There is a direct influence of leadership style on organizational performance at RSUD H. Andi Sulthan Daeng Radja Regency.
4. There is an indirect influence of leadership style on organizational performance through organizational culture at H. Andi Sulthan Daeng Radja Regional Hospital, Bulukumba Regency.

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