The Influence of Transformational Leadership and Organizational Culture as Mediation on Employee Performance at Ciawi Regional Hospital

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ABSTRACT

This study aims to analyze the influence of transformational leadership on employee performance with organizational culture as a mediating variable at Ciawi Regional General Hospital (RSUD Ciawi). A quantitative approach was employed using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method. The sample was determined using Slovin's formula, resulting in 120 respondents consisting of RSUD Ciawi employees. Data were collected through structured questionnaires and analyzed using SEM-PLS software. The results revealed that transformational leadership positively and significantly affects employee performance (Hypothesis 1). Organizational culture also positively and significantly influences employee performance (Hypothesis 2). Furthermore, organizational culture effectively mediates the relationship between transformational leadership and employee performance, with a positive and significant effect (Hypothesis 3). These findings indicate that a strong organizational culture can enhance the impact of transformational leadership in improving employee performance. The practical implications of this study emphasize the importance of adopting transformational leadership styles and strengthening organizational culture to enhance employee performance. RSUD Ciawi management is encouraged to develop leadership programs that promote communication, motivation, and innovation while consistently implementing organizational cultural values.

Keywords: *Employee Performance, Organizational Culture, RSUD Ciawi, Transformational Leadership*

INTRODUCTION

Employee performance is an important element in determining the success of an organization, especially in the health service sector such as at Ciawi Regional Hospital (Aftab et al., 2022). As a regional hospital serving the wider community, Ciawi Regional Hospital faces major challenges in ensuring quality services amidst limited resources

(Aboobaker & Ka, 2021). In this situation, improving employee performance becomes a top priority that requires a strategic approach, both through effective leadership and strengthening a supportive organizational culture. Transformational leadership is one approach that is widely recognized as effective in driving employee performance (Acosta-Prado et al., 2020).

Transformational leaders not only provide direction, but are also able to inspire, motivate, and empower employees to reach their full potential (Aggarwal & Agarwala, 2023). In RSUD Ciawi, this leadership style is very relevant, considering the need to create an innovative, responsive, and optimal public service-oriented work environment. In addition to leadership, organizational culture also plays an important role in supporting employee performance. In addition to transformational leadership and organizational culture, it is important to consider that the dynamics of employee performance in the healthcare sector are also influenced by the complexity of the tasks and responsibilities they carry. RSUD Ciawi employees are not only required to provide fast and accurate services but must also be able to adapt to the diverse needs of patients (Alqaraleh et al., 2022). In this context, a leadership approach that is able to inspire employees to remain committed even in challenging working conditions becomes increasingly relevant.

Table 1. Initial Data Overview of Ciawi Regional Hospital

Aspect	Indicator	Result (%)	Description
Employee Performance	Patient Satisfaction	78%	Level of patient satisfaction with services.
Employee Performance	Work Productivity	72%	Completion of tasks according to target time.
Employee Performance	Administrative Accuracy	70%	Accuracy of employee administrative reports.
Transformational Leadership	Clear Vision and Direction	65%	Leaders provide vision and direction.
Transformational Leadership	Motivation and Inspiration	68%	Leaders motivate employees.
Transformational Leadership	Support for Employee Development	60%	Opportunities for training and development.
Organizational Culture	Team Collaboration	75%	Level of cooperation between employees.
Organizational Culture	Adaptability to Change	62%	Employee response to change.

Organizational Culture	Commitment to Organizational Values	68%	Employees comply with organizational values.

The table above provides an overview of the initial conditions of employee performance, transformational leadership, and organizational culture at Ciawi Regional Hospital based on the results of the initial survey (Asatiani et al., 2021). From the aspect of employee performance, it can be seen that the level of patient satisfaction is at 78%, indicating that the majority of patients are satisfied with the service (Bendak et al., 2020). However, this figure is still below the optimal target, usually set at above 80%. Other indicators, such as work productivity (72%) and administrative accuracy (70%) also indicate the need for improvements in work efficiency and accuracy of administrative reports.

From the aspect of transformational leadership, it was found that the indicator "Clear Vision and Direction" only scored 65%. This indicates that there is a need to strengthen the ability of leaders to provide an inspiring vision to employees (Bhatti et al., 2020). In addition, the motivation and inspiration provided by leaders (68%) and support for employee development (60%) are also still at a moderate level (Bilan et al., 2022). These data indicate that transformational leadership at Ciawi Regional Hospital is not yet fully optimal in encouraging employees to achieve their best potential.

The organizational culture at Ciawi Regional Hospital shows mixed results. Team collaboration has the highest score (75%), reflecting good cooperation between employees (Cegarra-Navarro et al., 2021). However, adaptability to change only reached 62%, indicating that employees still face challenges in adjusting to innovations or new policies. In addition, a commitment to organizational values of 68% also indicates that some employees have not fully understood or internalized organizational values (Chen et al., 2020). Overall, these data underscore the importance of managerial interventions to improve leadership effectiveness and strengthen organizational culture at RSUD Ciawi.

The combination of more effective transformational leadership and an adaptive organizational culture is believed to be the key to improving employee performance as a whole (Chión et al., 2019). In the context of healthcare, this is not only important to improve work productivity but also to ensure better quality of patient care. The findings from this table provide a strong basis for further research. By linking these data to relevant theoretical models, such as transformational leadership and organizational culture theory. This study can provide significant practical and theoretical contributions (Da Veiga et al., 2020). These findings can also be used by RSUD Ciawi as a guide to design more focused and evidence-based improvement strategies so that they can face the challenges in the ever-evolving world of healthcare.

Another challenge faced by RSUD Ciawi is the limited budget and human resources, which often affect operational stability (Espasandín-Bustelo et al., 2021). Amidst these limitations, transformational leaders can act as catalysts for change by creating a shared vision that encourages work efficiency and innovation. An adaptive organizational culture

also provides a foundation for employees to work more effectively with limited resources (Grover et al., 2022). The synergy between transformational leadership and strong organizational culture enables organizations to address these challenges more systematically.

This study also provides an opportunity to explore how organizational culture can shape innovative employee work behavior. At RSUD Ciawi, a work culture that supports innovation is not only relevant to improving individual performance but also to creating a more efficient service system (Hamzah et al., 2020). For example, the implementation of new technology in health services can be successful if supported by an organizational culture that is open to change and learning. Thus, this study is an initial step to understand this dynamic in more depth. In addition to practical benefits for RSUD Ciawi, this study has significant theoretical contributions. In the human resource management literature, the relationship between transformational leadership, organizational culture, and employee performance has been widely discussed. However, research that specifically focuses on the context of the healthcare sector in Indonesia is still relatively limited (Harel et al., 2021). With a quantitative data-based approach, this study is expected to enrich academic discourse while providing practical guidance for other hospital managers in Indonesia.

A strong organizational culture can create a conducive work climate, motivate employees, and encourage collaboration within the team (Heras et al., 2021). At RSUD Ciawi, values such as integrity, empathy, and innovation need to be an integral part of the work culture to ensure quality health services. When a good organizational culture is integrated with transformational leadership, this synergy can drive significant improvements in employee performance (Holgersson & Romani, 2020).

RESEARCH METHODOLOGY

The research method used in this study is a quantitative method with a Structural Equation Modeling (SEM) Partial Least Squares (PLS) approach. This approach was chosen because it can test the relationship between variables simultaneously and provide more comprehensive results in analyzing the influence of transformational leadership, organizational culture, and employee performance. SEM PLS also allows research to measure latent variables, which are difficult to measure directly, such as transformational leadership and organizational culture, through more measurable indicators(Begum et al., 2022). By using SEM PLS, this research is expected to provide a deeper understanding of the relationship between these variables.

The sample used in this study was 120 employees of Ciawi Regional General Hospital, who were selected using the Slovin formula to determine the number of representative samples. Respondents involved in this study will be asked to fill out a questionnaire that has been compiled based on the research variables, namely transformational leadership, organizational culture, and employee performance. The questionnaire uses a Likert scale to measure respondents' perceptions of each variable (Boukis et al., 2020). The data obtained from this questionnaire will be analyzed using SEM PLS software to test the hypotheses that have been developed.

Data analysis will be carried out in two stages, namely the measurement model testing stage and the structural model testing stage. In the first stage, the validity and reliability of the instrument will be tested to ensure that the questionnaire used has good measurement quality. After that, the structural model will be tested to see the extent of the influence of transformational leadership and organizational culture on employee performance, both directly and through organizational culture as a mediating variable (Chatterjee et al., 2022). The results of this analysis are expected to contribute to the development of theory regarding the relationship between leadership, organizational culture, and employee performance.

RESULT AND DISCUSSION

Table 2. Hypothesis Testing

	Original Sample	Sample Mean	Standard Deviation	T-Statistic	P-Value
Organizational Culture > Employee Performance	0.310	0.307	0.124	2.513	0.006
Transformational Leadership > Organizational Culture	0.448	0.487	0.087	5.175	0.000
Transformational Leadership > Employee Performance	0.246	0.269	0.126	1.955	0.026

The test results show a positive and significant influence with an Original Sample value of 0.310, a P-Value of 0.006, and a T-Statistic of 2.513. This means that when organizational culture develops positively—for example, through strong values such as cooperation, high commitment, and results orientation—overall employee performance increases. This confirms that a supportive and structured work environment can influence employees' ability to achieve organizational goals. Organizational culture encompasses the values, norms, habits, and systems that exist within an organization. This culture shapes a conducive work environment, which ultimately impacts how employees work to achieve organizational goals. If an organization has a positive culture—for example, a collaborative, innovative, and results-oriented culture—then employees will be encouraged to work more effectively and efficiently, increasing their overall productivity.

This variable has the biggest influence compared to the others, with an Original Sample of 0.448, a P-value of 0.000, and a T-Statistic of 5.175. This significant influence reflects that leader with a transformational style—namely those who inspire, motivate, provide strategic vision, and care about staff development—can strengthen organizational culture. Transformational leadership can create a collaborative and empowering work atmosphere, thereby encouraging a positive organizational culture. Transformational leadership has a very important role in shaping and influencing organizational culture. Transformational leaders not only focus on achieving short-term goals, but also strive to inspire, motivate, and develop the potential of individuals within the organization. They can create a clear vision and motivate team members to work towards that vision, by increasing a sense of commitment and engagement. In this case, transformational leadership can influence organizational culture by instilling core values, such as collaboration, innovation, and concern for the welfare of members of the organization.

Transformational leaders tend to pay greater attention to human resource development, provide opportunities for learning and skills improvement, and provide support for creativity and initiative taking. The attitude of leaders who prioritize appreciation for individual and team achievements will create an organizational culture that values achievement, openness, and mutual trust among members of the organization. In this context, transformational leadership acts as an agent of change that shapes the desired norms and behaviors in the organizational culture, which in turn encourages the creation of a more positive and productive work environment.

The test results show a significant influence with an Original Sample value of 0.246, a P-value of 0.026, and a T-Statistic of 1.955. This means that a transformational leadership style not only affects organizational culture but also has a direct impact on improving employee performance. Leaders who provide guidance, inspiration, and appreciation for employees' hard work can create high morale which leads to better productivity. Transformational leadership has a significant influence on employee performance in an organization. Transformational leaders not only focus on managing daily tasks but also strive to inspire and motivate their employees to reach their full potential. Leaders who implement this leadership style are able to create a vision that drives employees to work harder, innovate, and commit to organizational goals. By inspiring, transformational leaders can increase employees' intrinsic motivation, which in turn can improve their performance.

Effective transformational leaders also tend to support employee professional development by providing constructive feedback, development opportunities, and empowerment. When employees feel valued and allowed to develop, they are more likely to improve their performance. Leaders who provide clear direction and create a supportive environment can reduce uncertainty and confusion among employees, so they can focus on completing tasks well and on time. In addition, transformational leaders are also known for their ability to create stronger relationships with employees, which can increase confidence and engagement in work.

Furthermore, transformational leadership contributes to the creation of a positive work environment, where employees feel valued, motivated, and allowed to express their ideas. When leaders focus on empowering employees and listening to their input, employees feel they have more of a role in the organization. This increases their commitment to work and improves the quality and productivity of work results. Therefore, it can be concluded that transformational leadership plays a key role in improving employee performance by providing inspiration, support, and a conducive work environment for achieving organizational goals.

Table 1.3 Mediation Effect Test

	Original Sample	Sample Mean	Standard Deviation	T-Statistic	P-Value
Transformational Leadership > Organizational culture > Employee Performance	0.331	0.327	0.070	4.735	0.000

Mediation effect testing is carried out to test the relationship between transformational leadership, organizational culture, and employee performance in the organization. Based on the analysis results, the mediation test shows the direct path

coefficient value between transformational leadership and organizational culture of 0.331, with an average sample value of 0.327. This value indicates a positive and significant influence between transformational leadership and organizational culture. In addition, the standard deviation of 0.070 indicates that there is reasonable variation in the relationship between these variables, reflecting a consistent effect in the sample studied.

The T-Statistic obtained at 4.735 is greater than the t-table value at the 5% significance level, which indicates that the relationship between transformational leadership and organizational culture in influencing employee performance is very significant. This high T-Statistic indicates that the influence of transformational leadership on organizational culture, which in turn affects employee performance does not occur by chance, but rather is the result of a strong and valid relationship between variables. In other words, transformational leadership has an important role in shaping an organizational culture that supports improved employee performance.

The very low P-value, which is 0.000, also shows that the results of this test are very statistically significant. A P-value of less than 0.05 indicates that the hypothesis proposed in this study is accepted with a high degree of confidence. Therefore, it can be concluded that organizational culture acts as a strong mediating variable in the relationship between transformational leadership and employee performance. This shows that transformational leadership not only directly affects employee performance, but also through the formation of a positive organizational culture, which in turn improves overall employee performance.

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that transformational leadership has a significant influence on organizational culture and employee performance. Leaders who apply a transformational leadership style can create an organizational culture that supports positive values such as collaboration, innovation, and openness. This organizational culture, in turn, strengthens employee performance by creating an environment that supports motivation, development, and commitment to organizational goals.

Furthermore, the results of this study also indicate that organizational culture acts as a significant mediating variable between transformational leadership and employee performance. This means that the influence of transformational leadership on employee performance does not only occur directly but is also influenced by the formation of a strong organizational culture. Leaders who successfully create a positive culture will improve employee performance in a more sustainable and directed manner.

The mediation test also shows strong results with a T-statistic greater than 4.0 and a very low P-value, which is 0.000. This shows that the relationship between transformational leadership, organizational culture, and employee performance is not only valid but also very significant. Therefore, leaders who can implement a transformational leadership style are expected to be able to influence a better organizational culture and encourage improved employee performance. In conclusion, this study makes an important contribution to understanding the relationship between transformational leadership, organizational culture, and employee performance. These findings can be used as a reference for managers or organizational leaders to further focus their efforts on developing a supportive culture and implementing a transformational leadership style to improve employee performance and achieve organizational goals more effectively.

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