The Influence of Leadership, Training, Organizational Culture, Job Satisfaction on Empirical Study Employee Performance at Dr. Cipto Mangunkusumo

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ABSTRACT

Puri Noviarti, The Influence of Leadership, Training, Organizational Culture, Job Satisfaction on Employee Performance Empirical Studies on National Hospital Dr. Cipto Mangunkusumo)

The problem that is used as the object of this research consists of four independent variables and one dependent variable, namely leadership, training, organizational culture, job satisfaction with employee performance. The aim of this study for: (1)Analyzing the influence of leadership on employee performance, (2) Analyzing and knowing the effect of training on employee performance, (3) Analyzing and knowing the influence of organizational culture on employee performance (4) Analyzing and knowing the effect of job satisfaction on employee performance (5) Analyzing and knowing the influence leadership, training, organizational culture, job satisfaction together on employee performance at National Hospital Dr. Cipto Mangunkusumo. The data analysis technique used in this study is a quantitative method and data collection techniques through questionnaires with the help of the PATH and SEM programs. This research uses person validity test. The population in this study were RSCM employees, totaling 64 people. The sampling technique in this study uses the technique *convenience sampling* as many as 64 employees. The results of this study resulted in three conclusions, namely the hypothesis: (1) there is an effect of X1, X2 and X3 on Y, (2) there is an effect of X1, X2, X3 on Z (3) there is an effect of X1, X2 and X3 through Y on Z. Conclusion directly: variable X1 has an effect on variable Y, variable X2 has an effect on variable Y, variable X3 has had an effect on variable Y, variable X1 has had an effect on variable Z, X2 has no effect on variable Z, X3 has no effect on variable Z, Y has had an effect on variable Z , it can be concluded that: (1) there is an effect of X1, X2 and X3 on Y (accepted), (2) there is an effect of X1, X2, X3 and Y on Z (rejected), (3) there is an influence of X1, X2 and X3 through Y to Z (rejected).

Keywords: Leadership, Training, Organizational Culture, Job Satisfaction, Employee Performance

INTRODUCTION

Human resources are the main key to the sustainability of an organization or company. Human resource management activities are summarized as one part of human resource management. Human resource management as the spearhead of achieving success has various uniqueness and very basic handling, however, various deficiencies will have an impact on optimizing the achievement of the agency's objectives that have been planned. Marihot (2012) defines human resource management as activities carried out to achieve, develop, motivate and maintain a workplace for high performance within the organization. Employees are a very valuable agency asset that must be managed properly by the agency in order to make an optimal contribution.

Hospitals provide a variety of services and are an important component of the overall public health care system. Improving people's living standards is very dependent on health. With an integrated hospital system, there are many factors that contribute to the success of health services in hospitals. In this case, the anticipated increase in employee performance is to enable them to provide satisfactory community service by maximizing their performance potential. Many things, including leadership, training, organizational culture, and job satisfaction, play a role in maximizing employee performance in hospitals.

Leadership in each work unit in the hospital has a different style in responding to employees in carrying out assigned tasks. Leadership style affects employee performance, positive and negative bias, it is necessary to provide training in accordance with the established SOP. According to Sudaryono (2014: 21) in irawati (2019) leadership is any action determined by an individual or group to coordinate and give direction to individuals or groups who are members of a certain organization to achieve predetermined goals. Meanwhile according to Bush (2008:4) states that a leader is a person who sets goals, motivates, and acts on his followers. Leaders are people who lead. The leader's main task is to direct, influence, encourage and control other people or subordinates to be able to do something work on their conscience and voluntarily in achieving a certain goal, the phenomenon that occurs in hospitals is that there are still leaders who lack integrity and a sense of empathy for their subordinates so that subordinates or employees become less enthusiastic about doing work which has an impact on the performance results of employees and even their organizational units.

Training is one of the efforts to improve the quality of human resources in the world of work. Employees, both new and those who are already working, need to attend training because of job demands that can change due to changes in the work environment, strategy,

and so on. Meanwhile, according to (Mangkunegara, 2013) says that training is a systematic process to change the behavior of employees or employees to achieve the goals of an organization. Usually training refers to the development of work skills that can be used immediately. (Fletcher, 2016 in the journal Guan & Frenkel, 2019) argues that training can encourage employee work engagement by increasing their technical abilities and increasing their work motivation. According to article 1 paragraph 9 of Law Number 13 of 2003 on Manpower, training is all activities to provide, obtain, improve, and develop work competence, productivity, discipline, attitude and work ethic at a certain level of skill and expertise in accordance with the level and qualifications of the position or job .

There is a positive and significant influence of organizational commitment on performance and simultaneously there is a positive and significant influence of organizational culture and organizational commitment on employee performance. Due to the lack of cultured morals and carrying out good habits in the work environment they are still lacking in hospitals, for this reason researchers feel interested in researching organizational culture in hospitals such as arriving on time, motivating each other in working together, having integrity, having ideas and innovation in do the job and always serve guests in carrying out daily activities at the hospital sincerely and friendly.

Employee job satisfaction is very important to note so that employee performance is always good and can improve the best quality of service. If job satisfaction is low, it will have an impact on low performance. There are a wide variety of leaders in hospital work units, many of whom play minor roles and have not been able to adapt to external demands or demands. maximize organizational potential. In the same vein, efforts were made to improve employee welfare, but leaders were criticized for being too rigid and lacking in creativity. A leader is expected to act as a figure that drives his subordinates who are rational, full of

initiative and intelligence in decision making, capability in solving problems which in turn can improve performance. However, the success of achieving these goals also depends on the individuals in the work group (teamwork), especially on their leaders. The work group consists of a group of people with the abilities, talents, different experiences and backgrounds and come together to achieve one goal. Even though there are differences between them, the common goal is the link that unites them as a work group (team).

According to Mathis and Jackson (2002) employee performance is a matter that refers to the ability of employees to carry out all the tasks that are their responsibility. Employee performance is how much employees contribute to the company including the quantity of output, quality of output¸ time period, attendance at work and cooperative attitude. Meanwhile, according to Ramly (2021: 11) employee performance is the employee's contribution or the result of work processes to the organization.
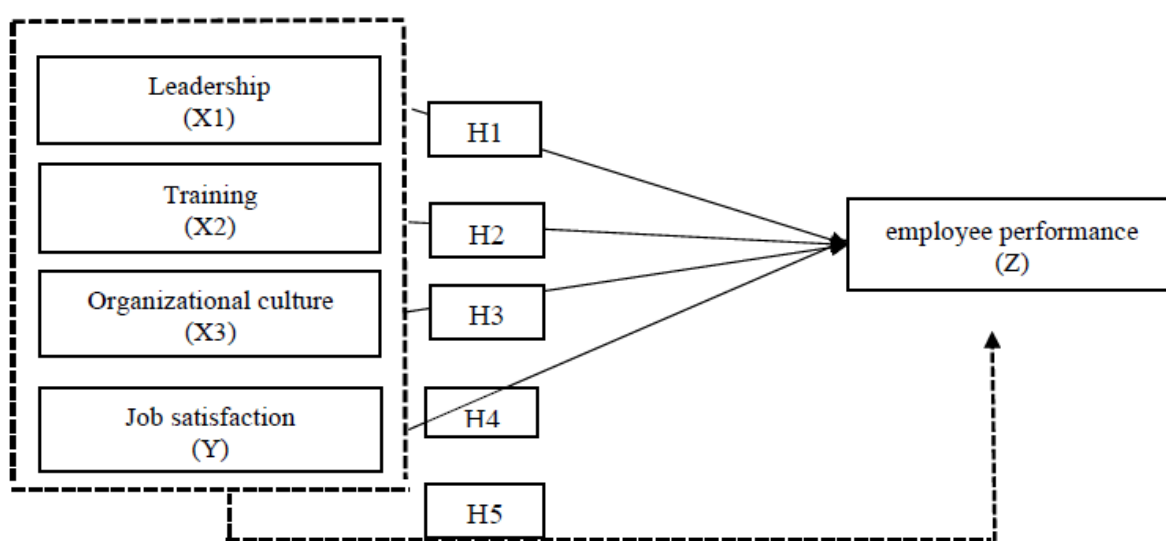

Figure 2.1 Thinking Framework

MATERIALS AND METHODS
This study uses a quantitative approach method. This research method uses a survey method. The sample is part of the population that is considered to accurately reflect the characteristics of the entire population.
The Slovin formula is used to determine the sample size as follows:

$$n = \frac{N}{1 + (Ne^2)}$$

Where:
n = Number of samples needed
N = Number of population
e = Sampling error rate, and desired 10%

$$n = \frac{181}{1 + (181(0,1)^2} = 64$$

The number of samples in this study were 181 employees. And after using the Slovin formula, the total sample required is 64 respondents.

RESEARCH RESULT AND DISCUSSION
In accordance with the plan of the researchers who wanted to obtain a sample of 64 respondents from some of the existing population. Each respondent was given a questionnaire to provide answers to statements related to leadership (X1), training (X2), organizational culture (X3), employee performance (Y). The total number of questionnaires distributed was 64 respondents.
Data collection in this study was carried out by distributing questionnaires to each respondent. Variable descriptive analysis aims to interpret the distribution of respondents' answers. Measurements in this

study were carried out using the PATH program.

Tolerance and variance inflation factor (VIF) values from the SPSS analysis were tested for this test. There is no multicollinearity if one of the tolerance values is greater than 0.10 or VIF is less than 10.

The flot graph between the predicted value of the dependent variable, ZPRED, and the SRESID residual is used to determine whether there is heteroscedasticity. it is possible to draw the conclusion that there is no heteroscedasticity if there is no visible pattern and the dots are scattered above and below the number 0 on the Y axis (Ghozali, 2018: 137).

Once it is believed that the data obtained from the distribution of research instruments meets the requirements of the analysis, then a multiple regression analysis is performed using the SPSS program. Multiple linear regression analysis was carried out to determine the influence between the dependent variable and the independent variables.

The t test basically shows how far the influence of one independent variable individually in explaining the variation of related variables with a significant level of 5% (Kuncoro in Hidayat, 2013: 279)

The F test looks at how the independent variables and the dependent variables influence each other simultaneously.

The coefficient of determination R2 is used to measure the relationship between variable x and variable y. If the determination (R square) is greater or close to one, then the independent variable on the dependent variable is getting stronger and if the determination (R square) is smaller or close to zero, then the independent variable on the dependent variable is getting smaller.

Based on the results of validity data processing on variable X1, it can be seen that all indicators in the leadership variable are declared valid, because the value of the coefficient r is greater than the value of the coefficient r table.

Based on the results of validity data processing on variable X2, it can be seen that all indicators in the training variable are declared valid, because the value of the coefficient r is greater than the value of the coefficient r table.

Based on the results of validity data processing on variable X3, it can be seen that all indicators in the organizational culture variable are stated to be valid, because the coefficient r value is greater than the r table coefficient value.

Based on the results of validity data processing on the Y variable, it can be seen that all indicators in the job satisfaction variable are declared valid, because the coefficient r value is greater than the r table coefficient value.

Based on the results of validity data processing on the Z variable, it can be seen that all indicators in the job satisfaction variable are stated to be valid, because the coefficient r value is greater than the r table coefficient value.

Based on the results of Cronbach Alpha reliability data processing, it can be seen that all variables in the X1 (Leadership) questionnaire, X2 (Training), X3 (Organizational Culture), Y (Job Satisfaction) and Z (Performance) have a Cronbach alpha value above 0.6 or Cronbach alpha value ≥ 0.6. This means that all variables in the questionnaire are reliable.

Model Path Analysis
Hypothesis:
1) **There is an influence of XI, X2 and X3 on Y**
2) **There are effects of X1, X2, X3 and Y on Z**
3) **There is influence XI, X2, X3 through Y on Z**
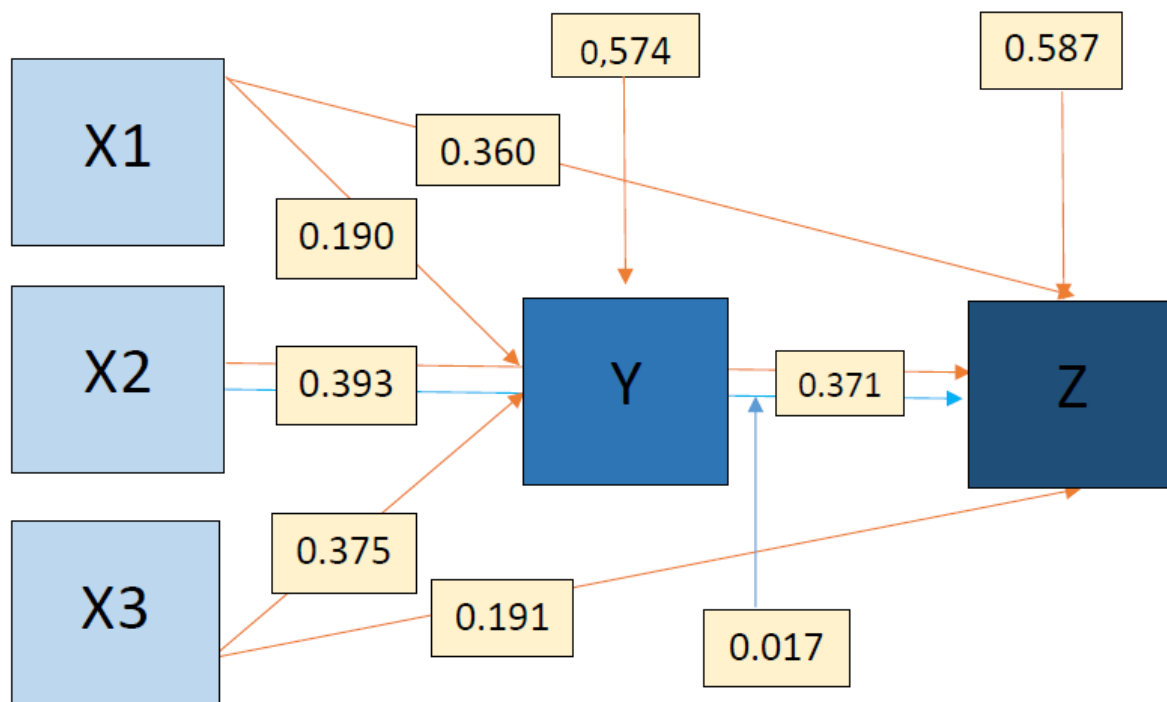
Immediate conclusion:

1) Effect of X1 on Y
It can be seen that the sig variable X1 to Y is 0.040, then $0.040 \leq 0.05$. This means that the variable X1 has an INFLUENCE on the variable Y.

2) The effect of X2 on Y, sig $0.000 \leq 0.05$
It can be seen that the sig variable X2 to Y is 0.000, then $0.000 \leq 0.05$. This means that the variable X2 has an INFLUENCE on the variable Y.

3) Effect of X3 on Y
It can be seen that the sig variable X3 to Y is 0.000, then $0.000 \leq 0.05$. This means that the variable X3 has an INFLUENCE on the variable Y.

4) The effect of X1 on Z, sig $0.000 \leq 0.05$
It can be seen that the sig variable X1 to Z is 0.000, then $0.000 \leq 0.05$. This means that variable X1 has AFFECT to variable Z.

5) Effect of X2 on Z
It can be seen that the sig variable X2 to Z is 0.0106, then $0.106 \geq 0.05$. This means that variable X2 has NO EFFECT on variable Z.

It can be seen that the sig variable X3 to Z is 0.883, then $0.883 \geq 0.05$. This means that variable X3 has NO EFFECT on variable Z.
It can be seen that the sig variable Y to Z is 0.007, so $0.007 \leq 0.05$. This means that variable Y AFFECTS variable Z

Indirect conclusion

1) Effect of X1 through Y on Z:
- The direct effect of X1 on Z = 0.360
- Indirect influence of X1 through Y on Z
= 0.190×0.371
= 0.070
- Total direct + indirect effect = 0.43
The indirect effect of 0.070 is smaller than the direct effect of 0.360, so indirectly X1 through Y does not have a significant effect on Z

2) Effect of X2 through Y on Z:
- The direct effect of X2 on Z = 0.191
- Indirect influence of X2 through Y on Z
= 0.392×0.371
= 0.145
- Total direct + indirect effect = 0.336
The indirect effect of 0.145 is smaller than the direct effect of 0.191, so indirectly X2

through Y does not have a significant effect on Z

3) Effect of X3 through Y on Z:
- The direct effect of X3 on Z = 0.017
- Indirect effect of X3 through Y on Z
    = 0.017 × 0.371
    = 0.006
- Total direct + indirect effect = 0.023
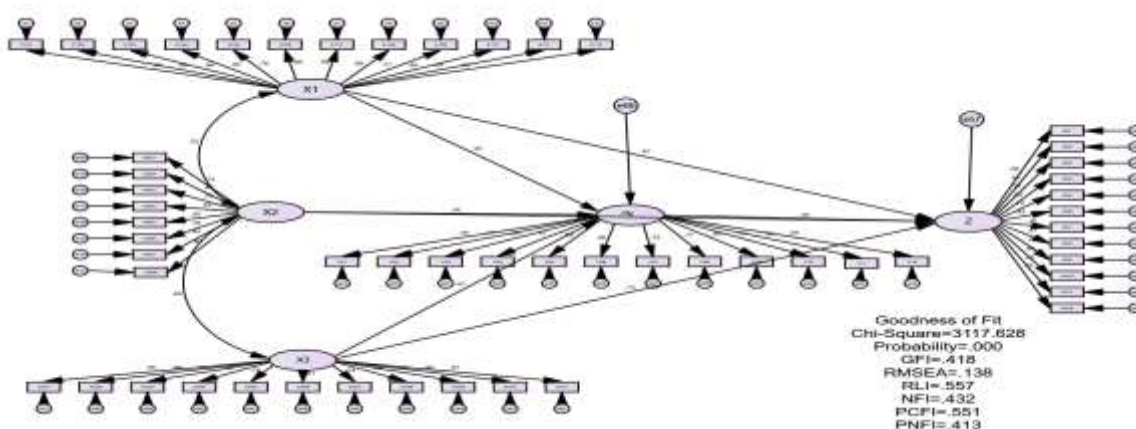
The indirect effect of 0.006 is smaller than the direct effect of 0.017, so indirectly X3

Sem Model (Amos)

Goodness of Fit
Chi-Square=3117.628
Probability=.000
GFI=.418
RMSEA=.138
RLI=.557
NFI=.432
PCFI=.551
PNFI=.413

Interpretation:
The goodness of fit of the SEM model is relatively poor because of the 8 criteria, most do not meet the evaluation requirements:

Notes for Model (Default model)
Computation of degrees of freedom (Default model)

Number of distinct sample moments:	1540
Number of distinct parameters to be estimated:	119
Degrees of freedom (1540 - 119):	1421

Results (Default models)
Minimum was achieved
Chi-square = 3117.628
Degrees of freedom = 1421
Probability level = .000≤0.05
Interpretation:
Chi – Square value ≤X^2-table and probability level ≤ 0.05 means Goodness of Fit is not good.

through Y does not have a significant effect on Z

CONCLUSION
Hypothesis:
1) There is an influence of XI, X2 and X3 on Y (ACCEPTABLE)
2) There is an influence of X1, X2, X3 and Y on Z (REJECTED)
3) There is influence XI, X2, X3 through Y on Z (REJECTED)

Regression Weights: (Group number 1 - Default model)
Interpretation:
In the table above, there are several valid questions and there are also several invalid questions. They are said to be valid because they have a value of P = *** = $0.000 \leq 0.05$ and vice versa are said to be invalid because they have a value of P = *** $\neq 0.000 \geq 0.05$. In the table above, not all variables have an effect, because each question has a different P value, namely:
- X2 has a significant effect on Y with a significance of $0.017 \leq 0.05$
- X3 has a significant effect on Y with a significance of $0.002 \leq 0.05$
- X1 has no significant effect on Y with a significance of $0.276 \geq 0.05$
- Y has no significant effect on Z with a significance of $0.065 \leq 0.05$
- X1 has a significant effect on Z with a significance of $0.015 \leq 0.05$

- X3 has no significant effect on Z with a significance of 0.147≥0.05
- X2 has a significant effect on Z with a significance of 0.046 ≤ 0.05

Interpretation:
In the table above, not all question items are declared reliable, there are several questions that are not reliable, but only a small number. It is said to be reliable because it has Estimated Standardized Regression Weights ≥ 0.5, and vice versa it is said to be reliable because it has Estimated Standardized Regression Weights ≤ 0.5.

Referring to the results of the studies that have been conducted, the following conclusions can be obtained:

Leadership has a positive and significant effect on employee performance, National Hospital Dr. Cipto Mangunkusumo. Good leadership fulfills 4 criteria indicators, namely: charisma, motivation and inspiration, intellectual stimulation and individual attention.

Training has no positive and significant effect on employee performance, National Hospital dr. Cipto Mangunkusumo.

Organizational culture has no positive and significant effect on employee performance, National Hospital dr. Cipto Mangunkusumo.

Job satisfaction has a positive and significant effect on employee performance, National Hospital dr. Cipto Mangunkusumo.

Simultaneous test results show that there is a significant influence simultaneously (simultaneously) between leadership, training, organizational culture, job satisfaction on employee performance, National Hospital Dr. Cipto Mangunkusumo

SUGGESTION
Based on the results of the research and conclusions that have been stated previously, some suggestions can be drawn as follows:

Leadership is already very good, but leaders need to add better motivation and role models to subordinates so that employees become inspired to do more quality and quantity work.

Training is good, but if it is not carried out every year, employees will not appreciate it so that the skills that have been obtained are not implemented.

Good and consistent training will have a positive influence on work and the quality of employee performance results.

Organizational culture has been good, but there are still many employees who have not put it in their hearts so that performance is still lacking because the organizational culture has not been fully understood.

Job satisfaction is already good, but if the culture of performance and competence increases, it is likely that welfare will increase again through incentives and employee salaries.

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