

The Role of Leadership, Organizational Culture, and Job Satisfaction in Improving Employee Performance

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Abstract. This study evaluates how Leadership, job satisfaction, and organizational culture affect employee performance at the Semarang City Health Office. The survey employs original data in the shape of a survey filled out by 95 staff members as a sample. The analysis utilized purposive sampling as the approach. The SPSS version 25 software was employed for hypothesis, validity, reliability, and model testing. According to the study, organizational culture is crucial, but Leadership has minimal effect on employee performance. However, job dissatisfaction may not significantly and positively impact an individual's performance. The inquiry contains implications that are both theoretical and practical.

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

1 Introduction

Current technological developments are increasingly rapidly making the business environment more dynamic. Organizations are required to always pay attention to their ability to respond to changes that occur in their environment both internally and externally, which will have implications for the competitive advantage of the organization, especially the potential for managing the quality of human resources, which are valuable assets and plays a vital role in every activity, this situation encourages management to continue to strive to improve various systems in managing human resources which in general lead to organizational goals. Human resources must properly and correctly balance employees' needs and the organization's demands and capabilities. Companies or government agencies strive to have high and sustainable performance because the development of an organization is very dependent on the quality of the performance of employees in it, t; this is important to take to excel in global competition [1]. Employee performance is, therefore, a crucial component of increasing organizational growth.

For the business to survive, employee effectiveness is essential. Businesses must invest in developing their human resources to provide the best performance to achieve corporate or organizational objectives. Employee performance is an achievement made related to performance

features, corporate policies, and administrative practices. Employee performance is essential for a firm to accomplish its main goals, gain a competitive edge, and experience long-term growth.

A proficient and congruous leader who aligns with the organization's vision and mission is indispensable to ensure an institution's triumph. Leadership constitutes a progression whereby an individual guides, inspires or affects others. Several have shown that Leadership positively affects employee performance.

The study's findings [4] demonstrate that management significantly affects employee performance. Thus, the elements of administrations are expected to have advantages compared to the implementing staff in responding to challenges and taking advantage of opportunities that arise and are considered capable of seeing the situation and conditions of development for organizational life. At the same time, research [3] shows that Leadership significantly affects the performance of PT employees. Epsom used 108 employees as a sample. Research [5] supports that higher leadership values increase employee performance in empowerment programs in the city

In conjunction with Leadership, organizational culture is a variable that may impact performance. When a company incorporates its employees' values, they will feel at ease in their work environment. Incorporating organizational values can make employees feel comfortable in their work environment, leading to better adaptation and performance. A group of views, values, assumptions, or conventions generally known, accepted, and adhered to by the people who make up an organization is called its culture. This was substantiated by research that revealed a link between company culture and employee productivity at the Regional Revenue Agency of East Java Surabaya of PT Bank Mandiri (Persero). The study's response sample, made up of 87 individuals, shows that company culture greatly impacts how well employees perform. In addition, research [9] suggests that a strong organizational culture encourages great employee performance and that organizational culture quality appears to have a significant and favorable impact on employees' performance.

Work contentment is deemed important within organizations as it reflects the employees' outlook toward their tasks and is anticipated to contribute to accomplishing the company's objectives. The affirmative sentiment arising from an individual's evaluation of their labor is a crucial element in job contentment, which substantially influences worker output and contributes to organizational goals. This feeling is demonstrated through an employee's attitude towards their job and the overall work environment. Occupation gratification is essential in supporting workers' output and realizing organizational goals by reflecting their attitudes toward their work. Additionally, it is expected to contribute to achieving organizational objectives as it is associated with positive outcomes and a sign of professional management. The research conducted at PT. Indonesian Post in Ternate City utilized surveys and questionnaires and involved 126 respondents, indicating that their job satisfaction positively impacts Employee performance. Similar results were found during studies at the Regional Secretariat of South Sulawesi, where it was shown that job satisfaction had a favorable and significant impact on employee performance. Research conducted at PT. Indonesian Post in Ternate City and the Regional Secretariat of the province of South Sulawesi have reported that job satisfaction positively impacts employee performance. However, despite substantial research results, it is worth mentioning that some studies have reported no effect.

The study's result [8] is that the purpose of this study was to indicate that job satisfaction does not exert a noteworthy influence. The exploration occurred at the East Java Regional Revenue

Agency, Surabaya, utilizing a Stratified Random Sampling method to obtain a sample of top employees as respondents.

The Semarang City Health Office (DKK) is a regional work unit in Semarang City charged with implementing health policies. The office is responsible for the Regional Hospitals (RSD), Puskesmas, and UPTD in Semarang City and seeks to enhance health outcomes. The growth and development of the Semarang City Health Office is primarily due to its organizational culture and the enthusiastic performance of its employees, who strive to attain company objectives. Despite this, the considerable number of staff can give rise to disputes that might harm their performance. Therefore, a high standard of Leadership, organizational culture, and job satisfaction is required to ensure that every employee gets well with their workplace environment.

2 Methods

The primary data for this kind of research comes from employee survey responses at the Semarang City Health Office. The sample of the population for the study consisted of 95 employees of the Semarang City Health Service. The following sample selection criteria were utilized in this study's purposive sampling technique: (1) Semarang City Health Office permanent staff; (2) Minimum age of 20; (3) Minimum level of education of SMA/SMK; and (4) Minimum work experience of one year. Determining whether the independent factors affect the dependent variable simultaneously and partially using multiple linear regression analysis. The variables associated to this study are leadership (X1), organizational culture (X2), and job satisfaction (X3) variables on employee performance (Y).

3 Results and Discussion

3.1 Results

3.1.1 Validity Test

A validity examination is utilized to determine the authenticity of a questionnaire. The process of evaluating the correctness involves evaluating the degree to which a research tool accurately measures variables. A questionnaire is effective if its queries can effectively capture the intended measurements. [14]. The validity test in this study involved 95 respondents at the Semarang City Health Office. The loading factor value for each indicator in this study, which employs factor analysis techniques, must be more than 0,4 to be considered legitimate. The KMO value can also be used to determine the sample's sufficiency; if the KMO value is greater than 0,5, the model is deemed adequate and deserving of further testing (see **Table 1**).

TABLE 1 Validity Test Results

Variable	KMO	KMO Sample Adequacy >0.5	Indicator	Component Matrix	Information
LEADERSHI	0,814	ENOUGH	X1.1	0,527	Valid

P			X1.2	0,773	Valid
			X1.3	0,642	Valid
			X1.4	0,813	Valid
			X1.5	0,765	Valid
			X1.6	0,687	Valid
ORGANIZATIONAL CULTURE	0,890	ENOUGH	X2.1	0,780	Valid
			X2.2	0,806	Valid
			X2.3	0,889	Valid
			X2.4	0,871	Valid
			X2.5	0,815	Valid
JOB SATISFACTION	0,821	ENOUGH	X2.6	0,759	Valid
			X3.1	0,719	Valid
			X3.2	0,708	Valid
			X3.3	0,823	Valid
			X3.4	0,751	Valid
EMPLOYEE PERFORMANCE	0,650	ENOUGH	X3.5	0,805	Valid
			Y1.1	0,818	Valid
			Y1.2	0,795	Valid
			Y1.3	0,800	Valid
			Y1.4	0,726	Valid

The validity test findings in the table above show that every variable utilized in this study has a KMO value of $> 0,5$, and every variable's question There is a loading factor value for indicators is $> 0,4$. This indicates that all responses to the survey are considered legitimate.

3.1.2 Reliability Test

The consistency of survey data used as each variable's indicator is assessed using a reliability test. Employing Cronbach's Alpha method to calculate the reliability test, which verifies the reliability of an instrument by looking at whether or not its value is greater than or equal to 0. The results of the reliability tests on leadership traits, corporate culture, job satisfaction, and worker productivity are listed in **Table 2**.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Alpha Standard	Information
Leadership (X1)	0,789	0,6	Reliable
Organisational Culture (X2)	0,897	0,6	Reliable
Job Satisfaction (X3)	0,818	0,6	Reliable
Employee Performance (Y)	0,792	0,6	Reliable

All variables—Leadership, organizational culture, job satisfaction, and employee performance—have Cronbach's alpha coefficients larger than 0,6, as shown in the table above, and

are therefore regarded as valid. Therefore, it can be said that every variable is reliable and suitable for further study.

3.2 Research Model Test Results

3.2.1 F test

According to [13], the F test was employed to evaluate the simultaneous influence of the independent and dependent factors on the dependent variable. The regression model is workable if the significance threshold of F is 0.05.

Table 3. F Test Results

Independent Variable	Dependent Variable	F	Sig.
Leadership (X1)	Employee Performance (Y)	45,699	0,000
Organisational Culture (X2)			
Job Satisfaction (X3)			

Based on the table above, the F result is 45,699 with a significance level of $0,000 \leq 0,05$. It can be concluded that leadership, organizational culture, and job satisfaction simultaneously affect employee performance. Thus, the model is declared feasible for use in further analysis.

3.2.2 Coefficient of Determination (R²)

The coefficient of determination (R²) indicates how well the model can account for variation in the dependent variable. Between 0 and 1, the coefficient of determination can range in value. The independent variables give the data required to forecast the variation of the dependent variable if the estimated R² value is close to 1. If the R² value is lower, on the other hand, it means that the model used to describe the dependent variable is less successful. Based on table 4 the results of the coefficient of determination test, which was performed in this study using the SPSS version 25:

Table 4. Results of the Coefficient of Determination (R²)

Model	R	R Square	Adjust R Square	Std. The error in the Estimate
1	0,775 ^a	0,601	0,588	1,307

a. Predictors: (Constant) Job Satisfaction, Organizational Culture, Leadership

According to the above table, the components Leadership (X1), Organizational Culture (X2), and Job Satisfaction (X3) together have a 58,8% combined effect on Employee Performance (Y), with the remaining 41,2% being influenced by other factors outside the study's purview.

3.2.3 Hypothesis Test (T-Test)

Hypothesis testing uses a partial test (t-test) to evaluate how each independent variable affects the dependent variable. Hypothesis testing decides whether a feasible hypothesis should be accepted or rejected. With a significance level of $\alpha = 0,05$, the test was run. If the significant value is more than 0,05, the independent variable considerably impacts the dependent variable. On the other hand, if the significant value is less than 0,05, there is no visible relationship between the independent and dependent variables. Based on **Table 5** the results of the t-test used in this study using the SPSS version 25:

Table 5. Hypothesis Test Results (T-Test)

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.	Ket.
	B	std. Error	Betas			
(Constant)	1,163	1,478		0,787	0,433	
Leadership (X1)	0,264	0,063	0,358	4,183	0,000	Accepted
Organisational Culture (X2)	0,047	0,040	0,080	1,158	0,250	Rejected
Job Satisfaction (X3)	0,382	0,071	0,472	5,398	0,000	Accepted
Dependent Variable: Employee Performance (Y)						

The results of the hypothesis test (t-test), which are based on the above table, can be explained as follows:

1. H₁: Leadership influences employee performance
According to **Table 5**, Leadership has a significance value of 0.0000.05 and a beta value of 0,358. This indicates that Employee Performance (Y) is highly favorably impacted by Leadership (X1). So, the first theory is adopted.
2. H₂: Performance of Employees Is Not Affected by Organizational Culture.
Table 5 shows that Organizational Culture has a beta value of 0,080 and a significance value of $0,250 \geq 0,05$. This means that Organizational Culture (X2) does not affect Employee Performance (Y). Thus hypothesis 2 is rejected.
3. H₃: Job satisfaction affects employee performance
Table 5 shows that Job Satisfaction has a beta value of 0,472 and a significant value of $0,000 \leq 0,05$. This means that Job Satisfaction (X3) significantly positively affects Employee Performance (Y). Thus hypothesis 3 is accepted.

3.3 Discussion

1. Leadership's Effect on Employee Performance

The results of the data analysis test demonstrate that partial Leadership (X1) at the Semarang City Health Office significantly and favorably affects staff performance (Y). Leadership's impact on employees' performance can be seen through how a leader pays attention to his subordinates. The findings of this investigation suggest that the more leaders have a high sense of optimism and pay special attention to the needs of their subordinates, the more confidence and performance of employees in performing their duties can be increased. The findings of this study, which concentrated on how Leadership affects employee performance, align with a few of the findings of past investigations, and [17] states that Leadership significantly and favorably impacts Employee performance.

2. Organizational Culture's Effect on Employee Performance

The results of the data analysis test indicate that Employee Performance (Y) at the Semarang City Health Office is partially influenced by Organizational Culture (X2) in a favorable but negligible way. If the corporate culture is strongly shaped, employee performance will be shaped following company goals. However, The Semarang City Health Office's corporate culture does not affect the performance of its employees. This study measures corporate culture by 6 indicators: professionalism, management distance, open attitude, regularity, adaptation, and integration. The multiple regression analysis tests on organizational culture variables show that culture positively influences employee performance with a beta value 0,080. Still, the resulting significance value of 0,250 is more than 0,05. This suggests that the employee performance variable (Y) is not completely unaffected by the business culture variable (X2), leading to the rejection of hypothesis H2. According to the study, raising employee awareness of the organizational culture contributing to poor employee performance is important. The results of this investigation are in agreement with earlier studies [18] on the impact of organizational culture on worker performance, which showed that organizational culture at the Parador Hotel and Resort Indonesia has no impact on employee performance.

3. Job Satisfaction's Effect on Employee Performance

Findings from the data analysis study show a substantial and positive link between Employee Performance (Y) and Partial Job Satisfaction (X3) at the Semarang City Health Office. The presence of job satisfaction enhances the level of employee performance as they feel appreciated by the organization. The revelations of this inquiry expose that the more amplified the level of occupation gratification among workers, the more superior their implementation in fulfilling their tasks. These outcomes align with certain of the antecedent exploration conducted on the correlation between Job Gratification and Employee Efficiency, and they add to the existing corpus of knowledge in this realm. Employee performance is said to be positively and considerably impacted by job satisfaction.

4 Conclusions

The current study analyzed the linkage between, organizational culture and worker performance at the Semarang City Health Office. The analysis results showed that management has a positive and significant influence on worker performance. The outcomes of this study suggest that leaders can utilize their subordinates to attain the objectives set by the company. The study further highlighted that the quality of Leadership created directly affects employee performance.

Conversely, the results demonstrated that organizational culture does not significantly affect employee performance. The study suggests that there should be more understanding among employees of corporate culture and how it affects worker performance. Lastly, employee performance was found to have a positive and significant relationship with job satisfaction, suggesting that improving job happiness can raise employee performance. This study presents some limitations that necessitate improvement and further exploration of the findings. The data employed in this analysis were acquired through the distribution of a form to the participants. Thus, the analysts could observe the credibility and authenticity of the subjects, which empowered them to opt for replies derived from actual incidents and circumstances.

The present study carries both theoretical and practical implications. The present study's findings theoretically support prior studies that found relationships between Leadership, organizational culture, job satisfaction, and employee performance. On the contrary, the practical implications of this study are expected to assist organizations, particularly Semarang City Health Office, in augmenting employee performance and recognizing appropriateness.

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Gratitude and praise for Allah SWT's presence, who has bestowed His grace, favors, and gifts so that article entitled "The Role of Leadership, Organizational Culture and Job Satisfaction in Improving Employee Performance" can be completed properly. To ensure the triumph of an institution, a proficient and congruous leader who aligns with the organization's vision and mission is indispensable. Leadership constitutes a progression whereby an individual guides, inspires or affects others concerning their work to realize organizational objectives. Hopefully, this research can contribute to the Semarang City Health Office as an evaluation material to improve employee performance.

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