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EFFECT LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON PERFORMANCE WITH WORK MOTIVATION AS INTERVENING VARIABLE

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ABSTRACT

In this study, work motivation was used as an additional variable. The results of this study were used to determine the effect of leadership style and organizational culture on the performance of medical specialists. This research is a cross-sectional study with 65 medical specialists as respondents. They collected data on these four variables using a one to five point Linkert scale as a test tool. Descriptive statistical analysis was used using the three-box method approach which is divided into three scale ranges, namely H (High), M (Medium), and L (Low). The results of structural analysis 1 show that leadership style, organizational culture, and work motivation simultaneously and partially have a positive and substantial effect on performance. Substructure 2 shows the results that simultaneously and partially leadership style and organizational culture have a positive and significant influence on work motivation. The path equation of real influence shows that work motivation influences leadership style and organizational culture in such a way as to increase the performance of medical specialists.

Keywords: Leadership Style, Organizational Culture, Performance, Work Motivation.

INTRODUCTION

The management of Gatot Subroto Army Central Hospital/GS-ACH, the largest military hospital in Indonesia, continues to use the military leadership style and military culture in running the organization even though it does not do so to the same extent as other military organizations. GS-ACH has a modern organizational structure and operates in the millennium and digital era. Specifically, in the health sector within the Indonesian Army Armed Forces organization or on a national level, the head of the GS-ACH is tasked with integrating autocratic and situational leadership styles as appropriate.

Based on the phenomena and results of interviews, it was found that the problems occurred were about the performance of specialist doctors who felt uncomfortable with the situational authoritarian leadership style and the military organizational culture. It sometimes burdens and interferes with the main tasks of specialist professional services because of the many organizational activities. There is also a problem regarding work motivation, where some specialist doctors feel uncomfortable moving to the GS-ACH. It is due to the rules of the Puskesmas organization in terms of Tour Of Area/TOA and Tour Of Duty/TOD. It is because they are comfortable as doctors in their old positions, moving to the same rank class and income, which needs to be clarified.

Performance is, in fact, a record of the outcomes from particular job duties or activities over a predetermined amount of time (Bernardin & Russell, 2016), performance; can be assessed through comparisons between work results and established standards (Dessler, 2017). Specifically, JCI (2014) states the ability to provide patient care, possess medical knowledge, learn and make system-based improvements, carry out integrated communication, and be professional at work. Not only that but also adhering to applicable medical practice regulations should all be considered when determining a doctor's performance.

The performance itself is directly related to how leaders provide direction to their members in achieving organizational goals through the performance of their members (Baig et al., 2019; Beauty & Aigbogun, 2022). One known way of leading is the situational leadership style. In this style, the leader seeks to direct, train, encourage, and delegate members to achieve organizational goals through their members' work behavior (Blanchard et al., 2013). The leadership style will motivate its members to carry out their duties (Boamah & Tremblay, 2019; McCaffrey & Reinoso, 2017).

Corporate identity is based on shared values and beliefs inside an organization (Kreitner & Kinicki, 2016). Organizational culture is an understanding shared to align the vision for common goals (Robbins, 2016). The organizational culture factor becomes a problem that must be understood correctly because, in organizational culture, an understanding is formed between its members to follow the values prevailing in the organization to achieve maximum work results (Luthans, 2016). Because it will foster cooperation among company members in accomplishing its goals through the efforts of its members, organizational culture must be applied correctly (Nungchim & Leihaothabam, 2022; Tomic et al., 2017). Moreover, organizational culture can motivate employees to carry out their duties (Kuntz et al., 2020; Labrague et al., 2022).

Individuals cannot be separated from how to fulfill their needs. This motivation encourages individuals to fulfill their needs (Mathis & Jackson, 2016). In an involvement in the organization, work motivation will be intensity, direction, and individual persistence to achieve its goals (Robbins & Judge, 2017). Abraham Maslow put forward

the basic concept of individual needs because individuals do something because of physiological needs, a sense of security, affiliation, appreciation, and self-actualization. A state in which individuals are motivated will lead to achieving maximum performance (Lee, 2019; Nikolova et al., 2022).

From the description above, It is evident that corporate culture, leadership, and work motivation are several factors that can affect performance. Although some of these studies do not specifically use specialist doctors as a unit of analysis, doctors are also organizational people who help organizations achieve their goals through work behavior. This study differs from others in that it uses specialized physicians as the analysis unit to ascertain how leadership and organizational culture affect performance, with work motivation as an intermediary variable.

RESEARCH METHODS

This research has a cross-sectional study design with a quantitative approach. The unit of analysis in this study is a medical specialist with military status and State Civil Apparatus/SCA totaling 194 personnel. A sampling technique with probability sampling where each population has the same opportunity to be sampled. The total population is 194; in determining the number of samples used, 30% of the total population, so that a sample of 65 respondents is obtained. In the technique of distributing questionnaires is done using a simple random sampling technique.

Two independent variables leadership style (X_1) and organizational culture make up the study's instrument (X_2), whose influence on performance will be measured (Y). And among the three variables, there is an intervening variable, namely work motivation (Z) which will act as a variable mediator. Each of these variables adopts the indicators proposed by the situational leadership style proposed by Blanchard et al. (2013) consists of indicators of commanding, directing, encouraging, and delegating; indicators of power distance, individualism vs collectivism, masculinism vs feminism, uncertainty avoidance, and long-term vs short-term orientation are all included in Hofstade's theory of organizational culture; work motivation adopts Maslow's hierarchy of needs theory with physiological needs, safety, affiliation, esteem, and self-actualization indicators; and by the performance of specialist doctors adopts the indicators stated by JCI (2014), including patient care, medical/clinical expertise, practice-based learning and improvement, interpersonal and communication skills, professionalism, and systems-based practice.

The questionnaire was adapted to the operational definitions and indicators of each variable using a Linkert scale of one to five points and using a descriptive statistical analysis test tool with a three-box method approach divided into two, with three scale ranges, namely H (High), M (Medium) and L (Low). To reveal the research hypothesis that has been formulated, path analysis is used. Which will measure the direct and indirect effects to determine the intervening variable in mediating the rising influence of the independent variable on the dependent variable; a total effect must be found. From an independent to a dependent variable:

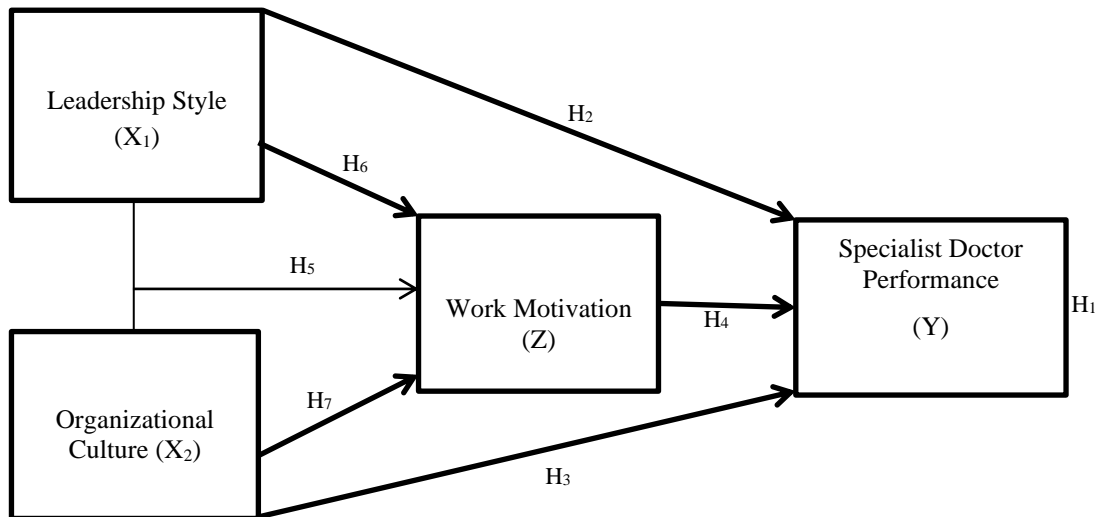


Figure 1. Research Constellation

RESULTS AND DISCUSSION

The following will present a table of the characteristics of the respondents used in this study.

Table 1. Characteristics of Respondents

Gender				
	Female		Male	
	43		22	
	66%		34%	
Age (Years)				
	≤ 31 – 40	41 – 50	> 50	
	12	29	24	
	18%	45%	37%	
Last education				
	Specialist	Sub Specialist	Doctor	
	45	20	0	
	69%	31%	0%	
Employment status				
	Military	State civil apparatus		
	41	24		
	63%	37%		
Length of Work (Years)				
	0 – 5	6 - 10	11 – 15	> 15
	11	4	17	33
	17%	6%	26%	51%
Marriage Status				
	Not married yet		Marry	
	5		60	
	8%		92%	

Source: Data processed

According to the analysis, the male group had 43 respondents and a 66% response rate, while the female category had 22 respondents and a 34% response rate. As a result, it can be said that men comprised most of the survey's respondents. According to the criteria for respondents based on age: there are 12 respondents in the age range of 31 - 40 years (18%), 29 respondents in the age range of 41 - 50 years (45%), and 24 respondents in the age range of > 50 years (37%). Thus, it can be deduced that ages 31 - 40 and 41 - 50 had the highest and lowest responders, respectively. In the last education criteria, respondents with the last education of specialists amounted to 45 respondents with a percentage of 69%. The last education was sub-specialist, totaling 20 respondents with a percentage of 31%, and Doctoral education with a percentage of 0%. So it was concluded that the highest respondent was in the last specialist education, and the lowest was in the last doctoral education. On the criteria for employment status, respondents with military status are 41 respondents with a percentage of 63%, and with state and civil apparatus status, 24 respondents with a percentage of 37%. So it was concluded that the respondents based on the highest employment were those with military status and the lowest. There are criteria for marital status. The number of unmarried respondents is five (8%) and married 60 (92%). So it can be concluded that on the criteria for marital status, the highest respondent is married, and the lowest is unmarried.

Table 2. Analysis of Three Box Method

Variable	Information	Score	Behavior
Leadership style	M	**	Situational Enough
Organisational culture	M	**	Effective enough
Work motivation	M	**	Enough Motivated
Performance	M	**	Capable Enough

Source: Data processed

According to table 2 above, it is known that the Leadership style variable is in the moderate index, meaning that the situational leadership style applied is quite influential in shaping the performance of specialist doctors. Organizational culture variable is in the medium category, meaning that implementing organizational culture applied by management is quite effective in forming an understanding of shared values. Specialist doctors are driven to work because of necessity, as indicated by the work motivation variable's medium index value. The performance variable is in the moderate index, meaning that specialist doctors are pretty capable of meeting the achievement standards of work results set by management.

Effect of Leadership Style Organizational Culture and Work Motivation on Performance

The analysis indicates that leadership style, organizational culture, and work motivation directly impact specialist doctors' performance. Look at this following results table :

Table 3. Summary of Hypothesis Testing

Direct Effect of Sub Structure 1				
Equality	Coefficient	Significance Test	Adj Rsquare	Information
$\rho_{yx_1+\rho_{yx_2}+\rho_{yz}+\epsilon_1}$	0,137+0,569+0,300+0,158	0,000 < 0,050		H ₁ Accepted
ρ_{yx_1}	0,137	0,002 < 0,050	0,975	H ₂ Accepted
ρ_{yx_2}	0,569	0,000 < 0,050		H ₃ Accepted

Table 3. (continuation)

Direct Effect of Sub Structure 1				
Equality	Coefficient	Significance Test	Adj Rsquare	Information
ρ_{yz}	0,300	0,026 < 0,050		H ₄ Accepted
Direct Effect of Sub Structure 2				
$\rho_{zx_1} + \rho_{zx_2} + \epsilon_2$	0,115+0,888+0,155	0,000 < 0,050		H ₅ Accepted
ρ_{zx_1}	0,115	0,004 < 0,050	0,976	H ₆ Accepted
ρ_{zx_2}	0,888	0,000 < 0,050		H ₇ Accepted

Source: Data processed

It is supported by the path equation, which reads as $0.137+0.569+0.300+0.158$. Suppose leadership style, organizational culture, and work motivation are all increased by one unit simultaneously. In that case, the performance of specialist doctors will increase by 0.137 through leadership style and 0.569 through organizational culture. The comparison of probability values between $0.000 < 0.05$ leads to the conclusion that simultaneously leadership style, organizational culture, and work motivation significantly impact the performance of specialized doctors. The coefficient of determination is 97.5%, meaning that simultaneously leadership style, organizational culture, and work motivation contribute 97.5% to increasing work motivation. The remaining 2.5% is influenced by other factors not included in the analysis.

These results align with previous research from (Baig et al., 2019; Beauty & Aigbogun, 2022) that leadership style positively and significantly affects performance. Organizational culture can direct its members to achieve work performance (Nungchim & Leihaothabam, 2022; Tomic et al., 2017), and motivation become a source of energy for employees to providing their work performance (Lee, 2019; Nikolova et al., 2022).

These results reveal the suitability of the three-box method analysis in which leadership style, organizational culture, and work motivation are on the medium index. The performance of specialist doctors is on the moderate index, which means that when specialists perceive the leadership's ability to command, direct, support, and delegate sufficiently well and perceive that the implementation of organizational culture applied by hospital management is quite adequate. Organizational support for physiological needs, security, affiliation, self-esteem, and self-actualization motivates them, so specialist doctors consider the leadership style and organizational culture quite effective. They are sufficiently motivated by the support from the organization. Then they will produce improved patient care, medical knowledge, practice-based learning and improvement, interpersonal and communication skills, work professionalism, and system-based practice.

This phenomenon supports the theory's applicability, according to which team member performance management is a management-owned and driven process that aims to improve results from teams, organizations, and individuals by analyzing performance within a predetermined framework of objectives, benchmarks, and competency requirements (Dessler, 2017). It means that management efforts are required to develop the skills of leaders who can command, direct, support, and delegate. In order to increase the ability of specialist doctors in patient care, medical knowledge, practice-based learning and improvement, interpersonal and communication skills, work professionalism, and system-based practice. Furthermore, create an organizational culture that may motivate specialists to actively contribute to accomplishing organizational

objectives by satisfying their physiological requirements and fostering their sense of security, belonging, self-esteem, and self-actualization. The efforts of specialized doctors to enhance their performance will rise if all elements included in the leadership style, organizational culture, and job motivation may be effective.

Effect of Leadership Style on Performance

The analysis's findings indicated that, as shown by the path coefficient of 0.137 and the comparison of probability values of $0.002 < 0.05$, leadership style has a direct, positive, and significant impact on the performance of specialist doctors. These findings are consistent with earlier studies (Baig et al., 2019; Beauty & Aigbogun, 2022) that leadership style positively and significantly affects performance.

These findings demonstrate the applicability of the three-box method analysis where the leadership style is at a moderate index and the performance of specialist doctors is at a moderate index. When specialists perceive the leadership's ability to command, direct, support, and delegate adequately, doctor specialists will improve patient care, medical knowledge, practice-based learning and improvement, interpersonal and communication skills, and work efficiency.

However, the results of this analysis contradict the initial phenomenon stated by the respondents, where several specialist doctors stated that they disagreed with the authoritarian military leadership style. Because it was rigid, less communicative, and undeniable, thus making them uncomfortable in carrying out their functions as specialist doctors. However, the analysis results found that the leadership style was running effectively to improve the performance of specialist doctors.

The finding of the validity of the thesis that leadership is any activity made by individuals or groups to coordinate and steer other individuals or groups who are members of particular containers to achieve preset goals is based on this occurrence (Robbins, 2016). It means that when the leader can effectively implement the ability to command, direct, support, and delegate the way doctors work. It will shape the involvement of doctors in achieving organizational goals by increasing their abilities in patient care, medical knowledge, learning, practice-based improvement, interpersonal and communication skills, work professionalism, and system-based practice.

Effect of Organizational Culture on Performance

The analysis's findings indicate that organizational culture affects specialist doctors' performance clearly and substantially, as shown by the path coefficient of 0.569 and the comparison of probability values of $0.000 < 0.05$. This finding is consistent with earlier studies showing that organizational culture might influence how well its members perform at work (Nungchim & Leihaothabam, 2022; Tomic et al., 2017).

Table 4. Summary of Indirect Effect Analysis

Equality	Coefficient	Information
$\rho_{zx_1X} \rho_{yz}$	0,0345	Work motivation can have a favorable mediating effect on leadership style and specialized doctor performance.
$\rho_{zx_2X} \rho_{yz}$	= 0,2660	Work motivation has a beneficial mediating effect on organizational culture and specialist doctors' performance.

Source: Data processed

These findings demonstrate the applicability of the three-box approach analysis when organizational culture and specialist doctor performance are both moderately indexed. It means that when specialists perceive that the implementation of organizational culture applied by hospital management is quite adequate, the implementation of the culture is effective. The organization will improve patient care, medical knowledge, practice-based learning and improvement, interpersonal and communication skills, work professionalism, and systems-based practice.

The results of this analysis contradict the initial phenomenon of organizational culture in shaping the performance of specialist doctors. Previously they argued that they disagreed with the many military and cultural activities implemented at Gatot Soebroto Army Hospital that involved them, where this could have an impact on increasing the workload and interfere with their performance in providing services according to their specialists. However, the analysis results show that implementing organizational culture is quite effective in improving the performance of specialist doctors.

This phenomenon supports the view that organizational culture is the shared values and principles forming business identity (Kreitner & Kinicki, 2016). It means that when the implementation of organizational culture delegated by management is based on power distance, collectivism vs. individualism, femininity vs. masculinity, uncertainty avoidance vs. short-term orientation, et cetera. It is in line with the expectations of specialist doctors. The suitability of these aspects will shape the improvement of doctors in achieving organizational goals by enhancing their abilities in patient care, medical knowledge, et cetera.

Effect of Work Motivation on Performance

The analysis showed that work motivation significantly and positively affected specialist doctors' performance, as shown by the path coefficient of 0.300 and the significance test's comparison of probability values of $0.026 < 0.05$.

Table 5. Summary of Total Effect Analysis

Equality	Coefficient	Information
$\rho_{yx_1} + (\rho_{zx_1} X \rho_{yz})$	0,172	Instead of directly affecting experts' performance, leadership style has a greater impact on improving their output through work motivation.
$\rho_{yx_2} + (\rho_{zx_2} X \rho_{yz})$	0,741	Instead of directly affecting experts' performance, organizational culture is more effective in raising their performance when done through job motivation.

Source: Data processed

The media effect can boost a doctor's performance by 0.172 through leadership style and 0.741 through organizational culture. It is also well known that work motivation has a favorable function in mediating leadership style and organizational culture on doctors' performance. These findings are consistent with earlier studies from (Lee, 2019; Nikolova et al., 2022), which state that work motivation has a positive and significant effect on performance.

These findings demonstrate the applicability of the three-box approach analysis when job motivation and specialist doctor performance are both moderately indexed. It means that specialists are sufficiently motivated with organizational support for physiological needs, security, affiliation, self-esteem, self-esteem, and self-actualization.

Then this perception will improve patient care, medical knowledge, practice-based learning and improvement, interpersonal and communication skills, work professionalism, and system-based practice. In addition, the effectiveness of the leadership style and organizational culture will be higher in improving the performance of specialist doctors when these doctors feel sufficiently motivated by the organization's support.

The analysis results contradict the initial phenomenon, where the motivation of specialist doctors is in 2 low and high-level groups. Low-motivated groups because they reasoned that they were forced to join Gatot Soebroto Army Hospital on the orders and rules of the organization with the tour of area and tour of duty system being carried out. So some felt uncomfortable, as if they had felt comfortable and comfortable in the old hospital in the Jakarta area. They were moving to the Goatot Soebroto Army Hospital with the same rank as the previous place or income, very different from the old place in the previous area, and being far away from family. However, the results of the analysis prove that the work motivation of specialist doctors is at a motivated level so that they can improve their performance at the Gatot Soebroto Army Hospital with a motivated state.

This phenomenon reveals the truth of Abraham Maslow's theory of motivation, which states that motivation is a person's strength that can lead to persistence and enthusiasm in carrying out an activity. Both originate from within and outside the individual and the individual's motivational strength. It will determine the quality of the behavior they display in the context of their study, work, and other life. It means that with organizational support in the form of fulfilling physiological needs, a sense of security, affiliation, self-esteem, and self-actualization, the effectiveness of the leadership style and implementation of organizational culture. It can form a higher involvement of specialist doctors in supporting organizational goals by displaying their ability to achieve work performance through increased patient care, medical knowledge, practice-based learning and improvement, interpersonal and communication skills, work professionalism, and systems-based practice.

Effect of Leadership Style and Organizational Culture on Work Motivation

The path equation of $0.115 + 0.888 + 0.155$ states that if leadership style and organizational culture are increased by one unit, work motivation will increase by 0.115 through leadership style, 0.888 through organizational culture, and 0.155 through other factors not examined. The analysis's findings show that leadership style and organizational culture directly impact work motivation simultaneously. The comparison of probability values of $0.000 < 0.05$ concluded that leadership style and organizational culture significantly affected work motivation. The coefficient of determination shows the number 0.976, which means that simultaneously leadership style and organizational culture contribute 97.6% in increasing work motivation. The remaining 2.4% is influenced by other factors not examined.

These results align with previous research from Boamah & Tremblay (2019) and McCaffrey & Reinoso (2017) that leadership style positively and significantly affects work motivation and research (Kuntz et al., 2020; Labrague et al., 2022). It states that organizational culture positively and significantly affects work motivation.

These results reveal the suitability of the three-box method analysis where leadership style, organizational culture, and work motivation are in the moderate index.

It means that specialist doctors perceive the leadership's ability to command, direct, support, and delegate quite well and perceive that the implementation of organizational culture is good enough. Applied by hospital management is good enough, then these two variables will motivate specialist doctors to meet physiological needs, security, affiliation, self-esteem, and self-actualization.

This circumstance supports the hypothesis that work motivation is a condition that affects the generation, direction, and maintenance of behavior related to the workplace (Robbins & Judge, 2017). It means that when the leader's behavior and the implementation of organizational culture can arouse and become the direction of specialist doctors. According to the motivation theory proposed by Abraham Maslow, it will form an impetus for them to be involved in organizational operations because they work because of physiological needs, a sense of security, affiliation, self-esteem, and actualization.

Effect of Leadership Style on Work Motivation

The analysis's findings indicate that, as shown by the path coefficient of 0.115 and a comparison of probability values of $0.004 < 0.05$, leadership style has a strong, positive direct impact on work motivation. This outcome is consistent with earlier studies from Boamah & Tremblay (2019) and McCaffrey & Reinoso (2017) that leadership style positively and significantly affects work motivation.

These results reveal the suitability of the three-box method analysis, where leadership style and work motivation are on the moderate index. It means specialist doctors perceive the leadership's ability to command, direct, support, and delegate well. Specialist doctors will feel organizational support in the form of fulfillment of physiological needs, a sense of security, affiliation, self-esteem, and self-actualization is at a level sufficient to motivate specialists.

However, the analysis results contradict the initial phenomenon in interviews with respondents regarding their opinion on situational leadership applied at Gator Soebroto Army Hospital. In the interview, respondents stated that they disagreed with the authoritarian military leadership style because it was rigid, less communicative, and could not be denied. However, in the survey results, the leadership style is moderate. The authoritarian leadership style effectively motivates them to perform their duties as specialist doctors.

This phenomenon also reveals the theory's truth, which states that leadership is everything a leader does that affects achieving goals. The welfare of employees and organizations where trust is often the key to leadership positions as trust is fundamental to all kinds of organized human groups, both in education, business, military, religion, government, or international organizations (Schein, 2017). It means the leader can apply his ability to command, direct, support, and delegate. These aspects will be an impetus for specialist doctors to increase their awareness of physiological needs, security, affiliation, self-esteem, and self-actualization following the motivational theory proposed. Put forward by Abraham Maslow.

Effect of Organizational Culture on Work Motivation

The analysis's findings suggest that organizational culture influences work motivation positively and substantially, as shown by the path coefficient of 0.888 and the comparison of probability values of $0.000 < 0.05$. These findings are consistent with

earlier studies from Kuntz et al. (2020) and Labrague et al. (2022), which state that organizational culture positively and significantly affects work motivation.

These results reveal the suitability of the three-box method analysis in which organizational culture and work motivation are at a moderate index. When specialists perceive organizational culture implemented by the hospital management based on aspects of power distance, collectivism & individualism, femininity & masculinity, Uncertainty avoidance, and long-term orientation vs. short-term orientation, they are compelling. It means specialist doctors will be motivated enough to realize their physiological needs, security, affiliation, self-esteem, and self-actualization needs.

The analysis' findings counter the initial phenomenon of organizational culture, which is applied through a hierarchical military culture. According to the respondents, this culture is to blame for their dissatisfaction. Because those in senior positions tend to delegate their work to juniors, while senior doctors typically take their share of elective surgery schedules, the juniors' schedule will be in the afternoon and evening. In contrast, it will be in the morning for the seniors. However, the analysis results show that the applied organizational culture can effectively motivate them to carry out their duties, so implementing organizational culture can increase the work motivation of specialist doctors.

This phenomenon reveals the theory's truth, stating that organizational culture is a meaning-making and control mechanism that guides and shapes team members' attitudes and behavior (Robbins, 2016). It means that the aspects of power distance, collectivism & individualism, femininity & masculinity, uncertainty avoidance, and long-term orientation vs. short-term orientation can be implemented by meeting the expectations of specialist doctors on this matter. Then this perception will encourage increased awareness of specialist doctors, physiological needs, security, affiliation, self-esteem, and self-actualization.

CONCLUSION

It is clear from the entire body of analyses that work motivation has a favorable influence on how specialist doctors perform concerning leadership style and organizational culture. Therefore, compared to when job motivation plays no part in mediating the link between them, the leadership style and organizational culture can be more effective in enhancing the performance of specialist doctors.

Referring to the results of the total effect obtained, work motivation can play a positive role in mediating leadership style and organizational culture on the performance of specialist doctors. So that leadership style and organizational culture can be more significant in improving the performance of specialist doctors if first through work motivation. Although the situational leadership style is fickle and authoritarian, as well as the military culture that is seniority, it will still shape the performance improvement of specialist doctors if management pays attention to their need-based work motivation. The need will encourage individuals to do their best even in an unfavorable situations. This situation follows the motivational theory put forward by Abraham Maslow, that motivation is a person's strength that can lead to persistence and enthusiasm in carrying out activity because the need consists of five levels, which will encourage someone to get satisfaction for these needs.

It is recommended that management provide leadership training related to how government leaders who supervise specialist doctors establish consistency in long-term & short-term orientation. In a structured manner, set compensation that is standardized on distributive and procedural justice, and provide training to specialist doctors. It related to procedures for implementing the provisions in the medical staff bylaws, filling out patient medical record documents completely, accurately, and relevantly, and working procedures following applicable standard operating procedures.

This research is inseparable from limitations, time, and cost constraints, causing this study to use surveys through questionnaires. However, not conducting in-depth interviews with respondents, only involving specialist doctors with military status and State Civil Apparatus and not including specialist doctors with honorary status as respondents. This study does not assess the final result in service quality from the patient's perspective, only performance assessment from the internal perspective of the organization.

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