

Influence Situational Leadership, Employee Satisfaction, Organizational Culture, On Employee Performance at Jember Pulmonary Hospital with Work Motivation as an Intervening Variable

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ABSTRACT

Objective: This study aims to analyze the influence of situational leadership, employee satisfaction, and organizational culture on employee performance at Jember Lung Hospital, with work motivation as an intervening variable. **Method:** This research was conducted using quantitative research methods. The study utilized SEM analysis tools, with a total sample consisting of all members of the population, amounting to 137 employees. The sampling method used was the saturated sample method. **Results:** The results indicate that situational leadership does not directly affect motivation. However, employee satisfaction and organizational culture have a significant effect on motivation, and motivation has a significant effect on performance. Indirectly, motivation mediates the influence of situational leadership on employee performance at Jember Lung Hospital. Meanwhile, motivation does not mediate the effect of employee satisfaction and organizational culture on employee performance. **Novelty:** This study provides insights into the indirect role of motivation in mediating the relationship between situational leadership and employee performance, highlighting its specific impact within the context of Jember Lung Hospital.

INTRODUCTION

An organization is a group of people who work together in a certain structure and coordination in achieving a series of specific goals [1]. In other words, an organization is a group of people or groups who have certain goals and strive to achieve these goals through cooperation. Various organizations have different goals, depending on the type of organization; both political, social, and business organizations. From this type of organization, we take an example of one form of organization, namely a business organization, a business organization has the goal of making a profit, so a group of people in the organization will work together and strive to realize the business goal in the form of profit.

Organizations have a level of complexity of problems faced, so a management policy is needed in the organization to be able to get out of each problem [1]. A group of people work together in organizational activities, various internal human resource problems of the organization, then human management becomes a solution to achieving organizational goals. Human management in an organization is known as human resource management. Human Resource Management is the science or way of managing human relationships and roles in an organization effectively and efficiently according to the organization's vision [1], from the lowest level to the leadership level.

Leadership is one of the most comprehensive and multidimensional phenomena. It takes a long time to study Leadership extensively and it is becoming increasingly central in today's fast-paced and increasingly globalized world [2]. Experts define leadership in

various ways, including Leadership is defined as "a process of influencing others to understand and agree on what needs to be done and how it can be done effectively [3]. The definition of leadership is also stated as an actor to guide teams in their organizations in dealing with the complexity and dynamism of the corporate world [4]. Today's interconnected and technology-driven world requires leadership that has an understanding of competent global IT operations for the success of the company [5]. Basically, the principle of situational leadership is that leaders must change their leadership style depending on the circumstances and requirements of their subordinates [4].

It can be stated that the leadership needed is leadership that is able to adapt to the current global change situation and is able to influence subordinates in order to form the desired organizational culture. Organizational culture must be implemented as a strategic imperative. Specifically, organizational culture refers to how to shape and guide the values, beliefs, norms, attitudes, and behaviors of all members [6]. So it can be stated that organizational culture is shared values, beliefs, norms, and behaviors that form the unique identity and character of an organization [7]. Leadership style certainly has an impact on the growth of organizational culture patterns and can increase or weaken employee motivation [8].

Motivation according to Irham Fahmi is a behavioral activity that works in an effort to fulfill desired needs. Human motivation is influenced by complex interactions of various factors. These factors include biological determinants, psychological factors, social and cultural elements, economic and environmental factors, and external stressors that play an important role in shaping the way individuals interact and respond to their environment [9]. So it can be stated that the more a person's needs can be provided by the factors above, the more motivated the person is.

Organizational performance has become a central issue in an era of increasingly competitive competition and is a necessity that must be achieved by every organization. Performance is defined in various ways, Amstrong & Baron states that Performance is the result of work that has a strong relationship with organizational goals. [10] defines Performance as measurable actions, behaviors and results of each Employee involved in several views both theoretically and empirically. The definition of Performance can be concluded that the results of actions, individual behaviors both empirically or theoretically are related to organizational goals. The organization will achieve success or not lies in the hands of the leader. Empirically from the results of the study, leadership has been shown to have a significant influence [11] with the research title *Influence of Leadership Style, Training, Role of Ambiguity on Employee Performance of Higher Education of Saudi Arabia (KSA)*, stating that leadership has a significant positive impact on Employee performance. The importance of performance in an organization and of course influenced by various variables, including the description of the variables above. Employee satisfaction is also a builder to achieve organizational performance.

Employee satisfaction has a positive and significant relationship to achieving desired organizational performance [12]. According to Luthan job satisfaction is the result

of employee perceptions of how well their work provides things that are considered important.

One of the hospitals that is increasingly trusted by the community in Jember Regency is the Jember Lung Hospital which has been operating since 1910 which aims to become a quality service hospital of choice for the community and prioritizes patient safety. However, the phenomenon that the author raises is that the location of this hospital is in the city center which is full of crowds and traffic jams, but in reality, the Jember Lung Hospital is increasingly developing and is trusted by the community. The second phenomenon in the study is the assessment of the performance of Jember Lung Hospital employees in the following Table 1.

Table 1. Jember Lung Hospital Personnel Data: Performance Assessment of Jember Pulmonary Hospital in 2024.

<i>Key Performance Indicator</i>	Percentage Unit of Measurement (%)	Target Achievement (%)	Information
Employee Presence	90%	100%	Approaching Target Achievement
Quality of Work	85%	100%	Approaching Target Achievement
Quantity of Work Results	80%	100%	Approaching Target Achievement
Accuracy and Punctuality	90%	100%	Approaching Target Achievement
Teamwork	90%	100%	Approaching Target Achievement
Adaptability	90%	100%	Approaching Target Achievement

From the table above, it can be stated that RS. Paru should currently be the best hospital trusted by the public from all hospitals in Jember district. So that the two phenomena above are of particular interest to the author who wants to measure and assess the variables of Situational Leadership, Employee Satisfaction, Organizational Culture, and Employee Motivation towards Employee Performance.

RESEARCH METHOD

1. Research methods

This study uses a quantitative approach. Research using a quantitative approach focuses more on the use of numbers which will be explained later, starting from data collection, interpretation of the data, and the appearance of the results [13]. In addition to the quantitative approach used in this study, the study is also an experimental type [14], argues that the experimental research method is a research method used to find the effect of certain treatments on others under controlled conditions. The data collection method is the most important step in research, because the main purpose of the research is to obtain data [14]. The method used in this study is

a. Observation

Observation is divided into two types, namely indirect observation and participant observation. Indirect observation is an observation where a researcher does not enter the community [14].

b. Questionnaire

A questionnaire is a data collection technique carried out by giving a set of written questions or statements to respondents to answer [15].

c. Literature Review

Literature or bibliography studies are related to theoretical foundations and other references that are still related to the values, culture and norms that develop in the social situation being studied. In addition, literature studies are also an important part of conducting research because they cannot be separated from scientific literature [14].

2. Population

A generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn [14]. The population in this study was Nurses at Jember Lung Hospital, totaling 137 nurses.

3. Sample

The sample method in this study was all members of the population totaling 137 employees. The method used in determining this sample was the saturated sample method.

4. Data Analysis

Method analysis data is a method Which used for process results research in order to obtain a conclusion. By looking at the theoretical framework, so technique analysis data Which used in study This is *analysis path* (track) with using the SEM (*Structural Equation Modeling*) model or Structural Equation Model with program warp PLS 5.0. SEM is a bunch technique- technique statistics Which allow testing A series connection Which relatively complicated in a way simultaneous.

RESULTS AND DISCUSSION

Result

Reliability Test

Table 2. Cronbach- α and its distribution.

Statements and subscales	Cronbach- α	Distribution %
X1	0.872	100%
X2	0.778	100%
X3	0.763	100%
Z	0.789	100%
Y	0.809	100%

Source: Data processed in 2025

The data in Table 2 above explains that the Cronbach- α value for each variable is more than 0.7. So it can be said that the data passes the reliability test.

Validity Test

Table 3. Validity test.

	X1	X2	X3	Z	Y	Type (a)	S.E.	P value
X1.1	0.897	-0.365	-0.051	-0.041	0.132	Reflect	0.069	<0.001
X1.2	0.902	-0.273	-0.003	-0.008	0.070	Reflect	0.069	<0.001
X1.3	0.845	0.449	0.044	-0.072	-0.067	Reflect	0.070	<0.001
X1.4	0.755	0.257	0.015	0.139	-0.166	Reflect	0.072	<0.001
X2.1	-0.778	0.721	-0.034	0.089	-0.142	Reflect	0.072	<0.001
X2.2	-1.072	0.678	0.156	-0.112	-0.152	Reflect	0.073	<0.001
X2.3	-0.047	0.604	-0.078	0.086	0.274	Reflect	0.074	<0.001
X2.4	1.157	0.807	-0.037	0.005	0.089	Reflect	0.071	<0.001
X2.5	0.465	0.823	-0.006	-0.054	-0.038	Reflect	0.071	<0.001
X3.1	-0.242	0.317	0.438	0.537	-0.402	Reflect	0.077	<0.001
X3.2	0.000	0.027	0.870	-0.152	-0.097	Reflect	0.070	<0.001
X3.3	0.115	-0.129	0.888	-0.216	0.148	Reflect	0.070	<0.001
X3.4	0.004	-0.058	0.829	0.108	0.156	Reflect	0.070	<0.001
Z1.1	-0.445	0.582	-0.089	0.540	0.183	Reflect	0.075	<0.001
Z1.2	0.043	0.049	-0.235	0.663	0.163	Reflect	0.073	<0.001
Z1.3	-0.545	0.595	0.145	0.707	0.030	Reflect	0.072	<0.001
Z1.4	0.334	-0.438	0.074	0.876	-0.155	Reflect	0.070	<0.001
Z1.5	0.347	-0.439	0.042	0.874	-0.106	Reflect	0.070	<0.001
Y1.1	0.443	-0.446	0.057	0.045	0.852	Reflect	0.070	<0.001
Y1.2	0.130	-0.106	-0.023	0.093	0.889	Reflect	0.069	<0.001

Source: Data processed in 2025

The results of the WarpPLS 6.0 calculations in the table image show that each value on the cross-loadings factor has reached a value above 0.7 with a p-value below 0.001. With thus criteria test validity convergent has fulfilled.

Table 4. P values test.

<i>P values</i>	X1	X2	X3	Z	Y
X1					
X2					
X3					
Z	0.219	<0.001	<0.001		
Y	0.293	0.166	<0.001	<0.001	

Source: Data processed in 2025

Based on Table 4 above, it can be seen that STP has no effect on PI, NS has no effect on PI, KP has a significant effect on PI, MT has a significant effect on PI, STP has a significant effect on MT, NS has no significant effect on MT, KP has a significant effect on MT.

Table 5. Test p values of indirect effects for paths with 2 segments.

P values of indirect effects for paths with 2 segments

	X1	X2	X3	Z	Y
X1					
X2					
X3					
Z					
Y	0.027	0.109	0.170		

Source: Data processed in 2025

Based on Table 5 above, it can be seen that Z cannot mediate X1 against Y, Z cannot mediate X2 against Y, Z cannot mediate X3 against Y.

Discussion

1. The Influence of Situational Leadership on Employee Motivation

Based on hypothesis First situational leadership on employee motivation. After done testing and analysis data obtained results Which stated that situational leadership has no effect on the motivation of Jember Lung Hospital employees, which is proven the truth or H_1 rejected. This could be caused by aspects related to situational leadership such as the dimensions of task identification and dimensions of interpersonal relationships that are not in accordance with the motivation of Jember Lung Hospital employees. This also contributes to give impact to employee motivation.

This result is contrary to the theory which states that situational leadership style is essentially a guideline for leaders to behave, especially in identifying tasks and relationships between individuals and groups within the organization [16]. Carrying out his duties as a leader is not enough, maturity as the ability and willingness of a person or

group to, and direct their own behavior in certain situations. Therefore, an important factor in Situational Leadership is maturity related to certain tasks and depends on the things a leader wants to achieve [17].

2. The influence of employee satisfaction on employee motivation

Based on hypothesis second employee satisfaction with employee motivation. After done testing and analysis data obtained results Which stated that employee satisfaction has a significant influence on employee motivation at Jember Lung Hospital, which is proven the truth or H_1 accepted. This could be due to the aspects related to situational leadership such as *pay dimension*, *promotion dimension*, *supervision dimension* and *work group dimension* that are in accordance with the motivation of Jember Lung Hospital employees. This is also give impact to employee motivation.

This result is supported by the theory put forward by Luthan stating that job satisfaction is the result of employee perceptions of how well their work provides things that are considered important. From the definition above, it can be concluded that job satisfaction is an emotional state related to pleasant feelings in working.

3. The influence of organizational culture on employee motivation

Based on hypothesis third organizational culture on employee motivation. After done testing and analysis data obtained results Which states that organizational culture has a significant influence on the motivation of Jember Lung Hospital employees, as proven the truth or H_1 accepted. This can be caused by aspects related to organizational culture such as leaders tend to be arrogant, leaders tend to pay little or no attention to high-level customers, shareholders and employees, and leaders do nothing to help the organization adapt to changes that are in accordance with the motivation of Jember Lung Hospital employees. This also contributes to give impact to employee motivation.

This result is supported by the theory put forward by Miller in Mulyadi stating that organizational culture is the fundamental values and spirit in how to manage and organize it. These values are beliefs that are held firmly and sometimes not expressed. Thus, these values and spirit will underlie the nature of the organization in an effort to answer challenges.

4. The Influence of Employee Motivation on Performance

Based on hypothesis The fourth motivation for employee performance. After done testing and analysis data obtained results Which stated that motivation has a significant influence on the performance of Jember Lung Hospital employees, as proven the truth or H_1 accepted. This could be due to aspects related to motivation such as workplace conditions, coworkers, remuneration and job promotions that are in accordance with the performance of Jember Lung Hospital employees. This is also give impact to employee performance.

These results are supported by the theory put forward by Herzberg which states that motivation is based on two factors, namely motivation *factors* and *hygiene factors*. In *the hygiene factors theory*, there are indicators that can influence someone to have strong motivation in building work enthusiasm.

5. The Influence of Situational Leadership on Employee Performance

Based on hypothesis Fifth, situational leadership on employee performance. After done testing and analysis data obtained results Which stated that situational leadership has no effect on the performance of Jember Lung Hospital employees, as proven the truth or H_1 rejected. This could be caused by aspects related to situational leadership such as *pay dimensions*, *promotion dimensions*, *supervision dimensions* and *work group dimensions* that are not in accordance with the performance of Jember Lung Hospital employees. This also contributes to give impact to employee performance.

This result is contrary to the theory put forward by Luthan stating that job satisfaction is the result of employee perceptions of how well their work provides things that are considered important. From the definition above, it can be concluded that job satisfaction is an emotional state related to pleasant feelings in working.

6. The influence of employee satisfaction on employee performance

Based on hypothesis sixth employee satisfaction with employee performance. After done testing and analysis data obtained results Which stated that employee satisfaction has no effect on the performance of Jember Lung Hospital employees, as proven the truth or H_1 rejected. This could be due to the existence of aspects related to situational leadership such as *the pay dimension*, *promotion dimension*, *supervision dimension* and *work group dimension* that are in accordance with the motivation of Jember Lung Hospital employees. This is also give impact to employee motivation.

This result is supported by the theory put forward by Luthan stating that job satisfaction is the result of employee perceptions of how well their work provides things that are considered important. From the definition above, it can be concluded that job satisfaction is an emotional state related to pleasant feelings in working.

7. The influence of organizational culture on employee performance

Based on hypothesis seventh organizational culture on employee performance. After done testing and analysis data obtained results Which stated that organizational culture has a significant influence on the performance of Jember Lung Hospital employees, as proven the truth or H_1 accepted. This can be caused by aspects related to organizational culture such as leaders tend to be arrogant, leaders tend to pay little or no attention to high-level customers, shareholders and employees, and leaders do nothing to help the organization adapt to changes that are in accordance with the motivation of Jember Lung Hospital employees. This also contributes to give impact to employee motivation.

This result is supported by the theory put forward by Miller in Mulyadi stating that organizational culture is the fundamental values and spirit in how to manage and organize it. These values are beliefs that are held firmly and sometimes not expressed. Thus, these values and spirit will underlie the nature of the organization in an effort to answer challenges.

8. The Influence of Situational Leadership on Employee Performance Through Employee Motivation

Based on hypothesis eighth situational leadership on employee performance through motivation as an intervening variable. After done testing and analysis data obtained results Which states that motivation mediates situational leadership on employee performance Jember Lung Hospital is proven the truth or H_1 accepted.

The results of this study are in line with the theory which states that situational leadership style is essentially a guideline for leaders to behave, especially in identifying tasks and relationships between individuals and groups within the organization [16].

9. Influence Employee Satisfaction with Employee Performance Through Employee Motivation

Based on hypothesis ninth employee satisfaction with employee performance through motivation as an intervening variable. After done testing and analysis data obtained results Which states that motivation does not mediate employee satisfaction with employee performance Jember Lung Hospital is proven the truth or H_1 rejected.

The results of this study contradict the theory put forward by Luthans who stated that one of the factors that influences satisfaction is salary. So salary is the reason employees are motivated or encouraged to work or behave as much as possible voluntarily in order to meet their needs. The more salary is considered, the more satisfied the employee is, the employee's satisfaction is what motivates them to always carry out their responsibilities as much as possible, thus producing quality performance. The achievement of fulfilling organizational needs certainly sees how much the organization is able to meet employee needs.

10. The Influence of Organizational Culture on Employee Performance Through Employee Motivation

Based on hypothesis tenth organizational culture on employee performance through motivation as an intervening variable. After done testing and analysis data obtained results Which states that motivation does not mediate organizational culture on employee performance Jember Lung Hospital is proven the truth or H_1 rejected.

The results of this study contradict the theory put forward by Robbins in Mulyadi, who stated that organizational culture is a term used to include a series of behavioral variables that refer to values, beliefs, and basic principles that act as a basis for an organizational management system

CONCLUSION

Fundamental Finding : The findings of this study reveal that situational leadership does not influence employee motivation or performance at Jember Lung Hospital. In contrast, employee satisfaction and organizational culture significantly affect employee motivation, with organizational culture also showing a direct positive impact on performance. Motivation itself plays a crucial role in enhancing employee performance and acts as a mediating variable between situational leadership and employee performance. However, motivation does not mediate the relationship between employee

satisfaction or organizational culture and employee performance. These results highlight the central role of motivation and organizational culture in driving employee performance within the hospital. **Implication** : The results of the study have filled the differences of opinion from various previous studies that studied employee performance. These results also serve as a basis for related agencies to always pay attention to employees so that employees feel motivated to improve their performance. **Limitation** : This research has limitations in that the object is not yet broad enough and the number of samples is limited due to time and cost constraints when the research was conducted. **Future Research** : Future research is expected to fill these limitations with broader objects and additional more interesting variables in order to fill the gaps in research results and be useful in the scientific field.

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