

The Influence of Transformational Leadership Style and Organizational Culture on Employee Performance Mediated by Motivation at 'Aisiyiah General Hospital, Padang

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Abstract

This study examines the effect of transformational leadership style and organizational culture on employee performance, mediated by work motivation, at Aisiyiah Padang General Hospital. This study uses a quantitative explanatory approach; data were collected from 131 employees through probability sampling. Data analysis using SmartPLS version 4 shows that H1 is rejected ($p = 0.985$), so transformational leadership style does not affect employee performance. Furthermore, H2 is rejected ($p = 0.625$), so organizational culture does not affect employee performance. However, transformational leadership style has a positive and significant effect on work motivation ($p = 0.000$), so H3 is accepted. Organizational culture has a positive effect on work motivation ($p = 0.001$), so H4 is accepted. Furthermore, work motivation has a positive effect on employee performance with $p = 0.000$, so that H5 is accepted. Mediation analysis shows that transformational leadership style significantly affects employee performance through work motivation, indicating full mediation (99.49%), so H6 is accepted. Finally, organizational culture significantly influences employee performance through work motivation, indicating full mediation with a 116.9 % suppression effect; thus, H7 is accepted. This finding confirms motivation as a key mechanism through which leadership and culture improve performance. Aisiyiah Padang Hospital management should strengthen transformational leadership and cultivate supportive values to increase employee motivation.

Keywords: Transformational Leadership Style; Organizational Culture; Employee Performance; Motivation; RSU'Aisiyiah

1. Introduction

1.1 Research Background

The development of Indonesia's healthcare industry is increasingly competitive. Hospitals must not only provide quality medical services but also ensure effective human resource management to support service quality. In labor-intensive organizations such as hospitals, service success largely depends on the quality of employees' performance.

A strong organizational culture will foster value alignment, increase commitment, and

strengthen organizational identity. At RSU 'Aisyiyah Padang, the organizational culture reflects not only professional healthcare services but also Islamic values and social outreach-based services. However, suboptimal internalization of culture can lead to performance variations across work units.

With a turnover rate of 24.66 % and the challenge of improving service quality, RSU 'Aisyiyah Padang requires a managerial approach based on strengthening leadership, internalizing organizational culture, and increasing work motivation. This figure is relatively high compared to Indonesian hospital standards (an average of 13.5 %, with an upper limit of 10-15%, often considered critical) and historical data for RSU 'Aisyiyah Padang is 26.92%. Therefore, this study is relevant for empirically analyzing the influence of transformational leadership and organizational culture on employee performance, with motivation as a mediating variable.

Hospitals, as organizations with high workloads and complex professional demands, require management systems that are not only structurally efficient but also sensitive to the psychological and social needs of their medical staff. Failure to create a supportive work environment and an effective leadership style directly impacts employee performance. style Clear leadership, development of a supportive organizational culture, and employee work motivation are things that can be done to improve employee performance in hospitals.

'Aisyiyah Padang General Hospital is one of the private hospitals in Padang City, which is owned by the 'Aisyiyah West Sumatra Regional Leadership, which continues to grow to meet the needs of the community and advances in healthcare technology. With a range of superior services, including Oral Surgery Specialists, Obstetrics and Gynecology Specialists, Pediatric Specialists, Internal Medicine Specialists, Surgical Specialists, ENT Specialists, Cardiologists, Orthopedic Specialists, and others, Aisyiyah Padang General Hospital is committed to providing professional and humane healthcare services. As it develops, the hospital has also begun to be active on social media and updates its public information system through doctor schedules, patient testimonials, hospital information systems and service promotions.

2. Literature Review

2.1 Transformational Leadership Style

According to [Avolio, Bass, and Jung \(1999:442\)](#), transformational leadership was initially demonstrated through three behaviors: charisma, individual consideration, and intellectual stimulation. However, over time, charismatic behaviors were divided into two: charisma or idealized influence and inspirational motivation.

2.2 Organizational Culture

According to [Cahyati & Adelia \(2024\)](#), organizational culture is a collection of beliefs and attitudes held by members, reflecting their values, outlook on life and hopes. Furthermore, [Febrianti et al. \(2024\)](#) states that organizational culture is a set of values, beliefs, and practices that are built through interactions between them.

2.3 Motivation

According to [Ichsan & Nasution \(2020\)](#), work motivation is a need that directs actions towards certain goals. According to [Robbins and Judge \(2017\)](#), the indicators used to measure work motivation are (1) appreciation, (2) social relationships, (3) life needs, (4) success at work.

2.4 Employee Performance

According to [Robbins and Judge \(2016:260\)](#), performance indicators are tools used to measure the extent to which employee performance has been achieved. The following are several indicators for measuring employee performance: (1) Quality of Work, (2) Quantity, (3) Punctuality, (4) Effectiveness, (5) Independence.

2.5 Hypothesis

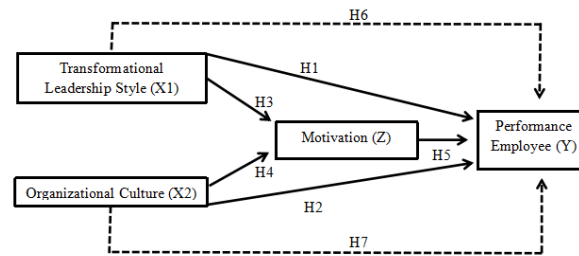


Figure 1. Conceptual Framework

2.5.1 The influence of transformational leadership style on employee performance

A study conducted by [Nugraha A, \(2025\)](#) concluded that transformational leadership style has a positive and significant relationship with employee performance. In this study, transformational leadership style can be seen through the *idealized influence factor* in the leadership of Budi Agung Hospital. Employees can exemplify leadership qualities that have a high level of commitment and ethical consequences for the decisions made.

H1: Transformational leadership style has a positive influence on employee performance.

2.5.2 The influence of organizational culture on employee performance

Research conducted by [Tidar \(2023\)](#), titled "The influence of organizational culture, organizational commitment, and work motivation on the performance of employees of the Setia Bhakti Wanita Surabaya cooperative," concluded that organizational culture has a positive and significant effect on employee performance. This is evidenced by each cooperative employee's personal contributions, which always include opinions and suggestions for the cooperative's future development. Each cooperative employee has a professional spirit, as demonstrated by their obedience and compliance with the manager's rules and directions.

H2: Organizational culture positively influences employee performance.

2.5.3 The influence of transformational leadership style on motivation

A study conducted by [Wiranti and Widowati \(2026\)](#) entitled "Analysis of Transformational Leadership on Work Motivation in the Digital Era for Employees at the Organization and Human Resources Bureau of the Ministry of Trade of the Republic of Indonesia, Central Jakarta" found that transformational leadership style has a positive influence on work motivation. In the Organization and Human Resources Bureau of the Ministry of Trade of the Republic of Indonesia, the implementation of this style is realized through four main dimensions, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

H3: Transformational leadership style has a positive influence on motivation

2.5.4 The influence of organizational culture on motivation

Research conducted by [Ihsan et al. \(2024\)](#) found that organizational culture variables have a large and significant influence on the work motivation variables of civil servants at the Cimahi City Trade and Industry Office. The leadership at the Cimahi City Trade and Industry Office should further strengthen the implementation of established organizational cultural values and rules to increase employee motivation.

H4: Organizational culture has a positive influence on motivation

2.5.5 The influence of motivation on employee performance

Research conducted by [Sukiyah et al. \(2021\)](#) with the title "The influence of work motivation and work discipline on employee performance at PTPN X Pabrik Gula Lestari Kertasono" concluded that work motivation influences employee performance. This is a reference in increasing work motivation because the increase in employee performance cannot be separated from work motivation.

H5: Motivation has a positive effect on employee performance

2.5.6 The influence of transformational leadership style on employee performance mediated by motivation

Research by [Fauzan et al. \(2023\)](#) found that motivation can mediate the influence of transformational leadership on employee performance. Transformational leaders can collaborate with all subordinates, shifting beliefs into positive attitudes and personal goals, all directed toward a single point of performance. This support from leadership is expected to motivate employees to work more effectively, which can improve employee performance. A strong indication that motivation can play a role as a mediator between transformational leadership and performance if employee motivation has fairness in career levels, there is motivation for rewards to be received, there is attention, concern given by the organization to family needs, receiving proper treatment in the organizational environment and there are people in the organization who are very good and professional.

H6: Transformational leadership style has a positive influence on employee performance which is mediated by motivation.

2.5.7 The influence of organizational culture on employee performance mediated by motivation

Research conducted by [Dewi S et al. \(2021\)](#) found that organizational culture has a positive and significant effect on employee performance, communication has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, organizational culture has a positive and significant effect on work motivation, communication has a positive and significant effect on work motivation, organizational culture has a positive and significant effect on employee performance mediated by work motivation, communication has a positive and significant effect on employee performance mediated by work motivation in Medan City Tourism Office employees.

H7: Organizational culture has a positive influence on employee performance which is mediated by motivation.

3. Research Method

3.1 Design Method

In this study, a quantitative approach was used with the formulation of the problem used as a

limitation on the scope of the research. Based on the relationship pattern, the type of research is *explanatory*. Because the research period was less than one year, the time horizon was *cross-sectional*. The type of research used is causal. The unit of analysis in this study was the employees of Aisyiyah Padang General Hospital. The study population consisted of 131 individuals who met the study's inclusion criteria. The sampling technique used was purposive sampling. *Probability sampling*. Data collection was conducted online by distributing questionnaires via a Google Form link shared on social media, such as WhatsApp, to respondents who met the sampling criteria.

Findings and Discussions

4.1 Characteristics of respondents

Table 1
Characteristics

Characteristics	Frequency	Percentage (%)	Characteristics	Frequency	Percentage (%)
Gender			Tenure at Aisyiyah General Hospital Padang		
Male	23	17.56%	1-5 years	79	60.31%
Female	108	82.44%	5-10 years	20	15.27%
			11-15 years	15	11.45%
			16-20 years	12	9.16%
			21-25 years	2	1.53%
			> 25 years	3	2.29%
Age			Current Position		
17 - 24 years	21	16.03%	Head of Finance	2	1.53%
25 - 30 years	37	28.24%	Head of General Affairs & HR	1	0.76%
31 - 35 years	35	26.72%	Head of nursing division	0	0%
36 - 40 years	19	14.5%	Head of service division	4	3.05%
41 - 50 years	15	11.45%	General practitioner	0	0%
> 50 years	4	3.05%	General Dentist	17	12.98%
			Special doctor	6	4.58%
			Medical laboratory analyst	3	2.29%
			Pharmacist	12	9.16%
				2	1.53%
				2	1.53%
				4	3.05%
				1	0.76%
				3	2.29%
				0	0%
				2	1.53%

	Midwife	1	0.76%
	Customer	1	0.76%
	service	33	25.19%
	Driver	4	3.05%
	Nutritionist	11	8.4%
	IPSRS	1	0.76%
	IT staff	6	4.58%
	Cook	13	9.92%
	Cashier		
	Sanitarian		
	Laundry staff		
	Staff nurse		
	Radiographer		
	Medical record		
	staff		
	Security officer		
	Pharmacy		
	technician		
	Other		
	employees		
Education			
Senior High	9	6.87%	
School	48	36.64%	
Vocational	29	22.14%	
Bachelor	7	5.34%	
Master	2	1.53%	
Doctor	35	26.72%	
Profession	1	0.76%	
Other			

4.2 Hypothesis Result

In hypothesis testing, this study uses several criteria that must be met, namely the original sample, t-statistics, and p-values. Hypothesis testing was conducted using the SmaarPLS version 4 software using a *bootstrapping algorithm (one tailed)* or *cross validation* with a sample of 131 respondents with a reference value of t-statistic > 1.65 and p-values < 0.05 . The value of this research hypothesis testing can be seen in Figure 2 and Table 2 below:

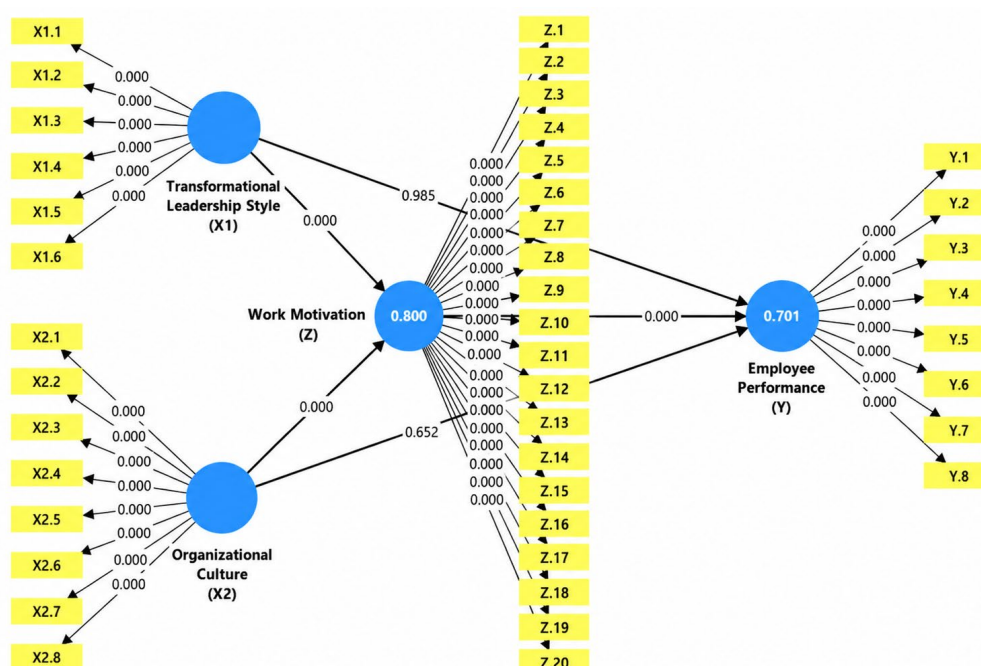


Figure 2 Bootstrapping Results

Source: SmartPLS 2026 Processing

Based on Figure 2, the output of the relationship between variables and their indicators is if the coefficient value or direction of the variable relationship, as seen from the original sample values, is in line with the hypothesis. If the t-statistic value is > 1.65 and the p-value is < 0.05 , then the indicator is more dominant in measuring the variable or the indicator has a positive influence between the variables.

Table 2
Hypothesis Test Results (Bootstrapping)

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (IO/STDEVI)	P-Values
Transformational Leadership Style (X1) -> Employee Performance (Y)	0.002	0.006	0.124	0.019	0.985
Organizational Culture (X2) -> Employee Performance (Y)	0.063	0.070	0.141	0.451	0.652
Transformational Leadership Style (X3) -> Work Motivation (Z)	0.439	0.445	0.094	4,682	0,000

Organizational Culture (X4) -> Work Motivation (Z)	0.490	0.486	0.101	4,877	0,000
Work Motivation (Z) -> Employee Performance (Y)	0.890	0.904	0.153	5,797	0,000
Transformational Leadership Style (X1) -> Work Motivation (Z) -> Employee Performance (Y)	0.391	0.403	0.114	3,430	0.001
Organizational Culture (X2) -> Work Motivation (Z) -> Employee Performance (Y)	0.436	0.438	0.117	3,735	0,000

Source: SmartPLS 2026 Processing

Based on Table 2, the results of the hypothesis test (*bootstrapping*), the calculation results that produce *path coefficient values* can be explained as 2 hypotheses being rejected and 5 hypotheses being accepted. The research can be said to be influential if the α -statistic value is > 1.65 and the p-value is < 0.05 .

The influence of transformational leadership style on employee performance

From table 2, it can be seen that there is no influence of transformational leadership style on employee performance with a statistical value of 0.019, p-value of 0.985 and original sample of 0.002. This finding differs from [Bass's theory \(1985\)](#) which states that transformational leadership style influences performance with idealized influence, inspirational motivation, intellectual simulation and individualized consideration. The results of this study are in line with [Eliyana and Ma'arif \(2019\)](#) in their study entitled "Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance" which also did not find a direct influence of transformational leadership style on employee performance. It can be concluded that some of the causes are the transformational leadership style of employees at 'Aisyyah Padang Hospital which is applied inconsistently and is not even felt by employees. In addition, other factors such as technology, standard operating procedures (SOPs) at 'Aisyyah Padang Hospital have a much more significant influence on employee performance compared to transformational leadership style. This indicates that transformational leadership has no significant impact on employee performance at 'Aisyyah Hospital, Padang. These results suggest that leadership actions such as conveying a vision, providing encouragement and feedback, and providing attention to employees have not been able to improve performance.

The influence of organizational culture on employee performance

Table 2 shows that there is no influence of organizational culture on employee performance

with a statistical value of 0.451, a p-value of 0.652, and an original sample of 0.063. This finding differs from the Three Levels of Culture, an organizational culture theory popularized by [Edgar Schein \(1985\)](#), which consists of artifacts, espoused beliefs and values, and underlying assumptions. This indicates that organizational culture at Aisyiyah Hospital Padang is still at the artifact level, and espoused beliefs and values cannot be fully conceptualized into underlying assumptions. Employees only implement culture due to formal compliance and are not based on existing beliefs, thus failing to improve performance. The results of this study are in line with [Mewahaini and Sidharta \(2022\)](#) in their study entitled "The Influence of Organizational Culture and Work Ethic on Employee Performance at the Mayangkara Group Company" which found no direct influence of organizational culture on employee performance. The cultural shift seen among Aisyiyah Hospital Padang employees that impacts employee performance can be influenced by factors other than organizational culture. It can be concluded that employees in an organizational culture must be able to have the initiative in developing the cultural values that have been formed at the 'Aisyiyah Padang Hospital and be able to make the organizational culture in dealing with problems that arise while working.

The influence of transformational leadership style on work motivation

From table 2, it can be seen that there is an influence of transformational leadership style on work motivation with a statistical value of 4.682, p-value of 0.000 and original sample of 0.439. The results of this study are in line with [Wiranti and Widowati \(2026\)](#) found that transformational leadership style has a positive influence on work motivation. In the Organization and Human Resources Bureau of the Ministry of Trade of the Republic of Indonesia, the application of this style is realized through four main dimensions, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. It can be concluded that the better and more appropriate the application of transformational leadership style by the leadership of 'Aisyiyah Padang Hospital to employees, the more it can increase work motivation in working which will have a direct impact on employees. In the context of the 'Aisyiyah Padang Hospital, the application of a transformational leadership style has led to transformational practices which can be seen from the application of a strong Islamic culture and can be linked to the basic assumptions in Bass's theory (1985).

The influence of organizational culture on work motivation

From table 2, it can be seen that there is an influence of organizational culture on work motivation with a statistical value of 4.877, a p-value of 0.000 and an original sample of 0.490. The results of this study are in line with research conducted by Ihsan et al. (2024) who found that organizational culture variables have a large and significant influence on the work motivation variables of civil servants at the Cimahi City Trade and Industry Office. The leadership at the Cimahi City Trade and Industry Office should further improve the implementation of established organizational cultural values and rules so that employee motivation can increase. It can be concluded that the higher the implementation of organizational cultural values at 'Aisyiyah Padang Hospital, the higher the work motivation of employees. The values implemented by 'Aisyiyah Padang Hospital, such as sincerity, trustworthiness, and work as worship, as well as the unique family culture, make employees feel appreciated and cared for, and will progress until they have meaningful work goals and increase motivation in each individual employee.

The influence of work motivation on employee performance

From table 2, it can be seen that there is an influence of work motivation on employee performance with a statistical value of 5.797, a p-value of 0.000 and an original sample of 0.890. The results of this study are in line with the research conducted by [Febrianti et al. \(2024\)](#) with the title "The influence of leadership style, organizational culture, and work motivation on employee performance at the Bekasi Class 1A Religious Court" which concluded that work motivation influences employee performance. Work motivation is related to employee performance. Basically, the motivation received by employees varies. Work motivation provides appropriate guidance or direction to work in the desired manner. It can be concluded that the higher the work motivation in employees, including intrinsic motivation such as work enthusiasm and dedication to 'Aisyiyah Padang Hospital and extrinsic motivation such as giving awards, the better the performance produced by employees in providing optimal health services to patients and related parties. Providing incentives, recognition for performance, and creating an Islamic work environment based on Islamic family can motivate employees to improve the quality of work.

The influence of transformational leadership style on employee performance mediated by work motivation

From table 2, it can be seen that there is an influence of transformational leadership style on employee performance mediated by work motivation with a t-statistic value of 3.340, p-value of 0.001, and original sample of 0.391. The Variance Accounted For (VAF) value, on the total mediation effect provided by work motivation in the relationship between transformational leadership style and employee performance is 99.49 % and is included in the full mediation category. The results of the VAF calculation of 99.49 % indicate that work motivation fully mediates the influence of transformational leadership style on employee performance at 'Aisyiyah Padang General Hospital. The results of this study are in line with research conducted by Fauzan et al. (2023), found that motivation can play a mediating role on transformational leadership on employee performance. Transformational leaders are able to collaborate with all subordinates and change beliefs into positive ones, positive attitudes, and personal goals of all subordinates to be directed at one point of performance. This support from the leadership is expected to motivate employees to work better, which can affect employee performance. Strong indications that motivation can play a role as a mediator between transformational leadership and performance if employee motivation has fairness in career levels, there is motivation for rewards to be received, there is attention, concern given by the organization to family needs, receiving proper treatment in the organizational environment and the presence of very good and professional people in the organization

It can be concluded that the transformational leadership style of 'Aisyiyah Padang General Hospital influences employee performance through full mediation of work motivation with a VAF value of 99.49 % . Transformational leaders of 'Aisyiyah Padang General Hospital are able to improve employee performance by fostering intrinsic motivation based on the Islamic values of devotion and kinship of 'Aisyiyah. Transformational leaders do not directly make employees work better, but rather provide a way to foster intrinsic motivation regularly which becomes a driver for employees in giving their best performance values.

The influence of organizational culture on employee performance mediated by work motivation

From table 2, it can be seen that there is an influence of organizational culture on employee performance mediated by work motivation with a t-statistic value of 3.735, a p-value of 0.000, and an original sample of 0.436. The Variance Accounted For (VAF) value, on the total mediation effect provided by work motivation in the relationship between organizational culture and employee performance is 116.9 % and is included in the suppression effect category. The results of the VAF calculation of 116.9 % indicate that work motivation not only mediates but suppresses the direct effect of the influence of organizational culture on employee performance at the 'Aisyiyah Padang General Hospital. According to [Hair et al., \(2017\)](#), if $VAF > 1$ or has a negative value, a suppression effect will occur. This is still said to be mediation, but the type is competitive mediation because the direct and indirect effects are opposite. The results of this study align with research conducted by [Wahyuni et al. \(2025\)](#) which found a positive influence of organizational culture variables on employee performance mediated by motivation at the Penatih Dandin Puri Village Office in Denpasar. Organizational culture has a positive and significant influence on motivation. Organizational culture and motivation have a positive and significant effect on employee performance. Motivation can be a mediating variable in the influence of organizational culture on employee performance

It can be concluded that the organizational culture of 'Aisyiyah Padang General Hospital influences employee performance through competitive mediation of work motivation with a VAF value of 116.9 %. Organizational culture has the potential to suppress performance if it is only implemented as formal compliance at the artifact level, but it can increase and be capable in terms of employee performance at 'Aisyiyah Padang General Hospital. Furthermore, the success of culture is not only measured by how many Islamic rules have been previously established but also by how large and strong these rules can foster motivation for devotion to employees who work.

5. Conclusion

It can be concluded that:

1. The analysis results show that transformational leadership style has no effect on employee performance. This means that the proposed hypothesis 1 is rejected.
2. The analysis results show that organizational culture has no effect on employee performance. This means that the proposed hypothesis 2 is rejected.
3. transformational leadership style influences work motivation. This means that the proposed hypothesis 3 is accepted.
4. The analysis results show that organizational culture influences work motivation. This means that the proposed hypothesis 4 is accepted.
5. The analysis results show that work motivation influences employee performance, meaning that the proposed hypothesis 5 is accepted.
6. The analysis results show that transformational leadership style influences employee performance, mediated by work motivation. This means that the proposed hypothesis 6 is accepted.
7. The analysis results show that organizational culture influences employee performance, mediated by work motivation. This means that the proposed hypothesis 7 is accepted.

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