

The Influence of Motivation, Organizational Culture, and Transformational Leadership Style on Performance at Bhaktiasih General Hospital

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KEYWORDS

Motivation; organizational culture; transformational leadership style; Employee Performance

ABSTRACT

This study investigates the influence of motivation, organizational culture, and transformational leadership style on performance at Bhaktiasih General Hospital. Utilizing quantitative analysis methods, data was collected from employees through surveys and analyzed using regression analysis. The results revealed significant positive effects of motivation, organizational culture, and transformational leadership style on employee performance with simultaneous test F count (318.779) > F table (2.16), significance of 0.001 less than 0.10 and coefficient of determination of 0.823 or 82.30%. Specifically, higher levels of motivation, a strong organizational culture, and effective implementation of transformational leadership were associated with improved performance outcomes. These findings underscore the importance of fostering a motivational work environment, nurturing a positive organizational culture, and adopting transformational leadership practices to enhance performance in healthcare settings. Understanding these factors can inform management strategies aimed at improving overall performance and quality of care in hospitals like Bhaktiasih General Hospital.

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1. Introduction

A hospital is a service organization that offers healthcare services; as per the World Health Organization (WHO), hospitals are an essential component of a social and health organization, tasked with providing comprehensive services, curative treatments, and preventive measures for the community. While the principles and functions of the hospital, according to article 2 of Law No. 44 of 2009, the hospital is structured in accordance with Pancasila principles and is grounded in human values, ethics, and professionalism. It upholds the principles of benefit, justice, equal rights, and non-discrimination, ensuring equity, patient protection, and safety, while also fulfilling social responsibilities.

Employee performance is the spearhead of the company in providing the best for patients and consumers. For this reason, as a professional health service provider in providing services, it must

always improve the performance of its employees. According to Stephen P. Robbins (2016, p. 218), Employee performance is heavily influenced by two elements: the employee's ability, which includes factors such as education, expertise, and experience; a higher degree of ability leads to higher performance. According to Robert L. Mathis and John H. Jackson (2019, p. 81), the following elements influence individual workers' performance: ability, motivation, assistance received, the presence of the work they do, and their relationship with the company.

On the other hand, the development of organizational culture often demands an understanding of the reality of a mix between two or more organizational cultures. Intercultural mix can occur because two organizations with different cultures merge, or it can be that organizational development requires resources with different cultural backgrounds from the culture of the parent organization. Such problems require handling with an intercultural management approach or intercultural management or multicultural management. The way to overcome cultural differences is to expect others to familiarize themselves, understand cultural differences, and become culturally intelligent, David C. Thomas and Kerr Inkson (2013: 4).

The application of organizational culture is inseparable from a good leadership role and has high dedication. Leaders contribute as creators and shape organizational culture because they have the ability and power to do so. In addition, the leader has a vision and mission, then sets an example and disseminates it, which is then followed by his subordinates.

The Director of RSU Bhakti Asih carries out his duties related to service operations, trying to apply a transformational leadership style. The term "transformational leadership" is not new; this term was coined by James MacGregor Burns (1978) in (Khanin, 2007). Transformational leadership has the nature of leadership styles that are visionary, inspiring, adaptable, open-minded, and progressive.

However, this is certainly not without obstacles, especially since RSU Bhakti Asih has a very thick family and kinship culture. What appears in organizational management is not a transformational type of leadership; it seems autocratic or authoritarian, where policies and work patterns are in the decisions of top leaders. The phenomenon that can be seen is in determining position positions in the organization; there is no fit and proper, and there is no competency test or other tests as a basis for determining the filling of positions in the organization. There is no term *for the right man in the right place in employee placement*; all are almost based on familial closeness and kinship.

Based on the description and problems above, the author wants to know more about the motivational factors, organizational culture, and transformational leadership style that affect the performance of Bhakti Asih General Hospital employees. By identifying and researching these factors, it is expected to obtain an overview of matters related to employee performance. Based on the above, the author will study it in the form of writing a thesis entitled: "The Influence of Motivation, Organizational Culture and Transformational Leadership Style on Employee Performance at Bhakti Asih General Hospital Tangerang City".

2. Materials and Methods

The method used in this study is an associative quantitative method, according to Sugiyono, p. (2013, p. 35), quantitative methods refer to a set of research techniques used to collect, analyze, and

interpret numerical data in order to understand and explain phenomena. These methods involve the use of structured instruments such as surveys, questionnaires, and experiments to gather data from a sample population. The data collected are typically numerical in nature and are analyzed using statistical techniques to identify patterns, relationships, and trends. Quantitative methods are characterized by their objective and systematic approach, allowing researchers to measure variables, test hypotheses, and draw generalizable conclusions.

The problem formulation used in this study is an associative problem formulation with casual relationships. The formulation of associative problems, according to Sugiyono, p. (2013, p. 92), is a formulation of research problems that are asking the relationship between two or more variables, and causal relationships. So here, there are independent (influencing variables) and dependent (influenced) variables. The study was conducted at Bhakti Asih General Hospital, Jl. Raden Saleh No.10, RT.001/RW.004, Karang Tengah, Karang Tengah District, Tangerang City, Banten 15157. The study population was employees at Bhakti Asih General Hospital, Depok which amounted to 482 people, so the sampling in this study used random sampling. While the sampling technique uses a formula from Taro Yamane or Slovin in Riduwan (2016, p. 65),

After testing normality, a correlation test was carried out to determine whether there was a relationship between the independent variable to the dependent variable as shown below: The criteria for respondents for this study are individuals who are domiciled in Jakarta, are prospective buyers of used cars, and have a maximum age range of 40 years. The choice of Jakarta as the location of the study was based on consideration of the population density and demographic diversity of this metropolitan city, reflecting the variety of preferences and challenges that potential consumers may face in the used car buying process. In addition, a maximum age limit of 40 years was imposed to focus research on younger market segments, which tend to have different preferences and needs in choosing motor vehicles. By combining these criteria, it is hoped that the selected respondents can provide valuable insights in understanding the factors that influence used car buying decisions in the midst of a dynamic urban environment such as Jakarta.

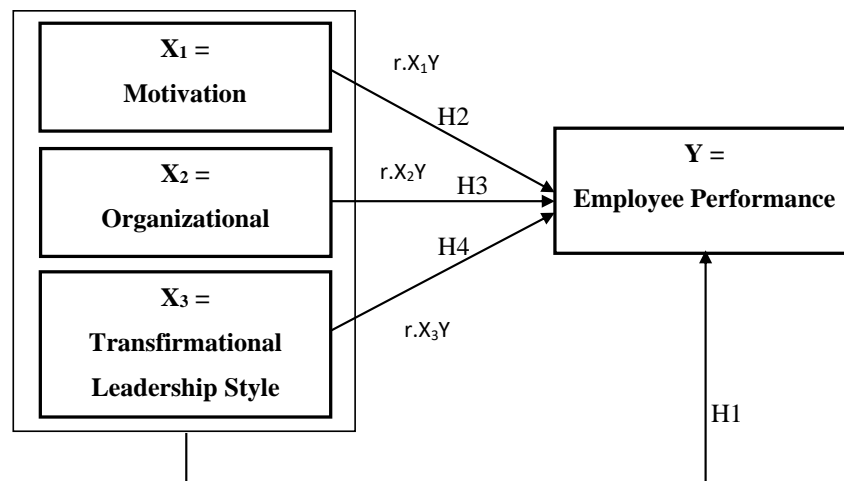


Figure 1 Research Model Diagram

Statistical Hypotheses

Sugiyono, p. (2013, p. 134) suggests that the understanding research hypotheses provides a temporary solution to the formulation of research difficulties, which has been articulated in question sentences. Based on the underlying theory and framework mentioned above, the hypotheses offered in this study are as follows:

- H1 : H_0 = It is suspected that motivation does not have a positive effect on employee performance at General Hospital Bhakti Asih.
 H_a = It is suspected that motivation has a positive effect on employee performance at General Hospital Bhakti Asih.
- H2 : H_0 = It is suspected that Organizational Culture does not have a positive effect on Employee Performance at General Hospital Bhakti Asih.
 H_a = It is suspected that Organizational Culture has a positive influence on Employee Performance at General Hospital Bhakti Asih.
- H3 : H_0 = It is suspected that the Transformational Leadership Style does not have a positive effect on Employee Performance at General Hospital Bhakti Asih.
 H_a = It is suspected that the Transformational Leadership Style has a positive effect on Employee Performance at General Hospital Bhakti Asih.
- H4 : H_0 = It is suspected that Motivation, Organizational Culture and Transformational Leadership Style together do not have a positive effect on Employee Performance at General Hospital Bhakti Asih.
 H_a = It is suspected that Motivation, Organizational Culture and Transformational Leadership Style together have a positive effect on Employee Performance at General Hospital Bhakti Asih.

3. Result and Discussion

Classical Assumption Test

a. Residual Normality Test Results,

The Normal Probability Plots graph shows whether the residual values in the regression model have a normal distribution or not:

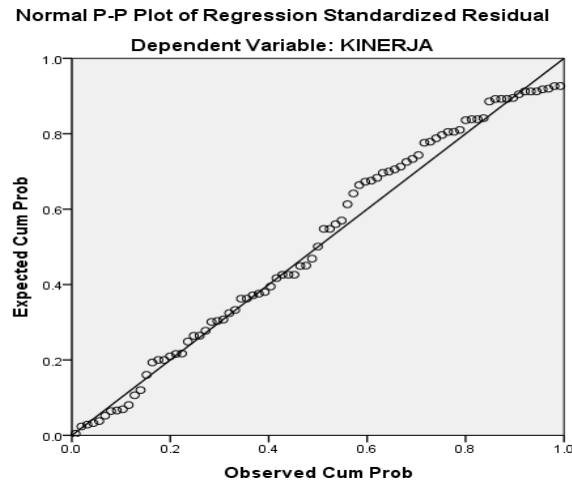


Figure 2 Residual Normality Test Results with Normal Probability Plots Method

The decision-making premise for detecting normality is that if the data spreads around a diagonal line and moves diagonally, the residual is normally distributed. In contrast, if the data deviates from the diagonal line or does not follow the diagonal direction, the residual is not normally distributed. The result above shows that the data spreads around the diagonal line and follows its direction, indicating that the residual data is normally distributed.

b. Multicollinearity Test

Table 1 Coefficients^a Test Results

		Coefficients ^a					Collinearity	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
Model		B	Std. Error	Beta				
1	(Constant)	r	2.234		-2.916	.005		
	MOTIVATION	1.286	.031	.968	41.053	.000	.140	7.118
	ORGANIZATIONAL CULTURE	.013	.025	.008	.528	.599	.315	3.170
	TRANSFORMATIONAL LEADERSHIP STYLE	.066	.048	.025	1.357	.179	.224	4.467

a. Dependent Variable: KINERJA

From Table 1, the coefficients show that the tolerance value of motivation, organizational culture, and transformational leadership style is greater than 0.1 and the VIF is less than 10, implying that there is no multicollinearity in the regression model.

c. Heteroscedasticity Test

In this case, researchers detect the presence or absence of heteroscedasticity with Spearman's rho test method, as the following results:

Table 2 Nonparametric Correlations Test Results

Correlations				
	Organizational Culture	Leadership Style	Motivation	ABS_RES

Spearman's rho	Motivation	Correlation Coefficient	1,000	,793**	,723**	-,023
		Sig. (2-tailed)	.	,000	,000	,738
		N	83	83	83	83
Organizational Culture	Organizational Culture	Correlation Coefficient	,793**	1,000	,721**	,086
		Sig. (2-tailed)	,000	.	,000	,212
		N	83	83	83	83
Transformational Leadership Style	Transformational Leadership Style	Correlation Coefficient	,723**	,721**	1,000	,053
		Sig. (2-tailed)	,000	,000	.	,446
		N	83	83	83	83
ABS_RES	ABS_RES	Correlation Coefficient	-,023	,086	,053	1,000
		Sig. (2-tailed)	,738	,212	,446	.
		N	83	83	83	83

** . Correlation is significant at the 0.01 level (2-tailed).

According to the table above, the significant values of X1, X2, and X3 are greater than 0.05, implying that the regression model is not heteroscedastic.

Hypothesis test

a. T Test

Table 3 Correlations Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error			
		1	(Constant)	6,974	2,284	
	Motivation	,287	,059	,234	4,887	,000
	Organizational Culture	,535	,049	,561	10,807	,000
	Transformational Leadership Style	,296	,078	,183	3,775	,000

It can be seen that t count (4.887) > t table (1.668), meaning that motivation partially affects employee performance. It is clear that t count (10.807) > t table (1.668), which means motivation has an effect on employee performance. Furthermore, since t count (3.775) is greater than t table (1.668), it can be concluded that transformational leadership style partially affects employee performance.

b. F Test

Table 4 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16431,785	3	5477,262	318,779	,000 ^b
	Residual	3539,496	79	17,182		
	Total	19971,281	82			

a) Dependent Variable: Employee Performance

b) Predictors: (Constant), Motivation, Organizational Culture, Transformational Leadership Style

It can be seen that F count (318.779) > F table (2.16) with a significance of 0.001 < 0.10, the conclusion is that organisational culture, leadership style, and motivation together have a significant effect on employee performance.

c. Multiple Linear Regression Analysis

Table 5 Multiple Linear Regression Test Results

Model	Coefficients ^a			t	Sig.	Ket
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	6,974	2,284		3,053	,003	
1 Organizational Culture	,287	,059	,234	4,887	,000	H2: Accepted
Transformational Leadership Style	,535	,049	,561	10,807	,000	H3: Accepted
Motivation	,296	,078	,183	3,775	,000	H4: Accepted

a. Dependent Variable: Employee Performance

Tests carried out on multiple linear regression analysis are the f-test and t-test, with the following steps:

$$Y^1 = b_0 + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y^1 = 6,974 + 0,296X_1 + 0,287X_2 + 0,535X_3$$

- Constant $b_0 = 6.974$

This means that if the motivation, organizational culture and transformational leadership style value is 0, then Employee Performance is 6,974.

- Coefficient $b_1 = 0.296$

This means that if motivation is increased, then employee performance will increase.

- Coefficient $b_2 = 0.287$

This means that if the organizational culture is improved, then employee performance will increase.

- Coefficient $b_3 = 0.535$

This means that if the transformational leadership style is improved, then employee performance will increase

Correlation Analysis

The following are the results of the correlation analysis using SPSS-22, as below :

Table 6 Correlation Analysis Test Results

		Correlations			
		Employee Performance	Motivation	Organizational Culture	Transformational Leadership Style
Employee Performance	Pearson Correlation	,783**	,783**	,793**	,880**
	Sig. (2-tailed)	,000	,000	,000	,000
	N	83	83	83	83
Organizational Culture	Pearson Correlation	,720**	,720**	1	,761**

	Sig. (2-tailed)	,000	,000		,000
	N	83	83	83	83
Motivation	Pearson	1	1	,720**	,770**
	Correlation				
	Sig. (2-tailed)			,000	,000
	N	83	83	83	83
Transformational	Pearson	,770**	,770**	,761**	1
Leadership Style	Correlation				
	Sig. (2-tailed)	,000	,000	,000	
	N	83	83	83	83

** . Correlation is significant at the 0.01 level (2-tailed).

From the results of SPSS data processing above, it can be concluded as follows:

1) Motivation (X1)

From the output, it is known that the correlation between motivation variables and employee performance obtained a correlation coefficient value of 0.783. A positive sign indicates that the relationship that occurs is positive, meaning that the higher the motivation, the higher the employee performance. The value of 0.783 indicates the magnitude of the correlation coefficient, and it can be concluded that the relationship is **strong** because it is in the range of 0.60 - 0.799. The significance is 0.000, meaning that there is a significant relationship between employee motivation and performance. This is because the value of 0.000 is smaller than 0.10. While N = 83 indicates the number of respondents as many as 83.

It can be known that the significance of $0.000 < 0.10$, then the null hypothesis is rejected (H_0 is rejected); the conclusion is that there is a strong and significant relationship between motivation and employee performance.

2) Organizational Culture (X2)

From the output, it is known that the correlation between organizational culture variables and employee performance obtained a correlation coefficient value of 0.793. A positive sign indicates that the relationship that occurs is positive, meaning that the higher the organizational culture, the more it can improve employee performance. The value of 0.793 indicates the magnitude of the correlation coefficient, and it can be concluded that the relationship is **strong** because it is in the range of 0.60 - 0.799. The significance is 0.000, meaning that there is a significant relationship between organizational culture and employee performance. This is because the value of 0.000 is smaller than 0.10. While N = 83 indicates the number of respondents as many as 83.

It can be known that the significance of $0.000 < 0.10$, then the null hypothesis is rejected (H_0 is rejected); the conclusion states that there is a substantial and significant association between corporate culture and employee performance.

3) Transformational Leadership Style (X3)

From these results, it is known that the correlation between leadership style and employee performance has a correlation coefficient of 0.880. The positive sign indicates a positive relationship, which implies that the higher the transformational leadership style, the better the employee performance. The correlation coefficient value of 0.880 indicates a very strong level of relationship, because it is in the range of 0.80 to 1.000. Significance of 0.000 indicates a significant relationship between leadership style and employee performance. With N = 83, which shows the

number of respondents as many as 83 people. This finding indicates a very strong and significant relationship between transformational leadership style and employee performance.

Coefficient of Determination Analysis

Table 7 Test Results of Coefficient of Determination Analysis
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,907 ^a	,823	,820	4,145

a. Predictors: (Constant), Motivation, Organizational Culture, Transformational Leadership Style

The Model Summary table's output shows that the R² (Adjusted R Square) value is 0.823. As a result, the independent variable contributes 82.3% of the influence, with the remaining 17.7% influenced by unstudied factors.

Discussion

The Effect of Motivation, Organizational Culture, and Transformational Leadership Style on Performance

The results of the analysis concluded that motivation, organizational culture, and transformational leadership style simultaneously have a direct positive and significant effect on employee performance, evidenced by the F count (318.779) > F table (2.16) with a significant test showing a probability value ratio of 0.000 < 0.10. The value of the coefficient of determination can be known as the value is 0.823. So, the independent variable contributes 82.3% of the influence, with the remaining 17.7% influenced by unstudied factors.

In line with Fadhila (2019) and Fahmi et al. (2021); Fitriani & Apriliani (2019); Pramesti et al. (2021); Wijayanto et al. (2021); Saharuddin et al. (2022) that motivation has a positive and significant effect on performance. Suwandi & Koerniawan (2022); Mubarak & Darmanto (2015); Melisa & Subarto (2021); Ariyadi et al. (2020); Sugiono & Rachmawati (2019) shows that organizational culture has a positive and significant influence on employee performance Hairudinor et al. (2020); Roy K. et al. (2022); Gita & Yuniawan (2016); (Pramesti et al., 2021) stated that transformational leadership style has a positive and significant effect on performance.

Motivation, organizational culture, and transformational leadership style are three interrelated components that have a great influence on organizational performance. First, high motivation plays a key role in encouraging employees to achieve individual and organizational goals. When employees feel motivated, they tend to be more dedicated, productive, and orientated towards achieving optimal results. However, sustained motivation is also strongly influenced by organizational culture. Organizational cultures that promote reward for achievement, collaboration, and career development support tend to nurture high levels of motivation among employees. On the other hand, transformational leadership plays an important role in shaping a positive and dynamic organizational culture. A leadership style that motivates, inspires and fosters strong relationships with employees can create a work environment that reinforces organizational values and builds a strong commitment

to a shared vision. Thus, when motivation, organizational culture, and transformational leadership work together, they create a powerful synergy that not only improves individual performance, but also strengthens overall organizational performance through increased productivity, innovation, and employee satisfaction.

This phenomenon is evidence of the suitability of the theory that states that employee performance is a function of the interaction between ability (A), motivation (M), and opportunity (O); i.e. $\text{performance} = f(A \times M \times O)$ (Robbins, 2003). This means that to improve employee performance, management needs to pay attention to motivation, ability, and opportunity. Motivational drives such as meeting needs and establishing a supportive organizational culture can improve performance. In addition, an inspirational leadership style and caring for individuals are also important. By achieving effectiveness in motivation, organizational culture, and leadership, employee performance can continue to improve.

The Effect of Motivation on Performance

The analysis results conclude that motivation has a direct, positive, and significant impact on employee performance. This is evidenced by the t-test value (4.887) being greater than the t-table value (1.668), with a significance test indicating a probability comparison of $0.000 < 0.10$. The correlation coefficient of 0.783 indicates a positive relationship, implying that higher motivation corresponds to higher performance. The value of 0.783 indicates the magnitude of the correlation coefficient, and it can be concluded that the relationship is strong as it falls within the range of 0.60 to 0.799. Therefore, it can be inferred that motivation plays a crucial role in enhancing employee performance, and boosting motivation can significantly improve overall performance. These results are in line with Fadhila (2019); Fahmi et al. (2021); Feri et al. (2020); Pramesti et al. (2021); Wijayanto et al. (2021); Saharuddin et al. (2022), they claims that job motivation has a favorable and considerable impact on performance.

Motivation is critical to increasing employee performance in the workplace. Employees that are driven both intrinsically (through personal satisfaction and completion of individual goals) and extrinsically (via management incentives and recognition) are more focused and passionate about carrying out their jobs and responsibilities. High motivation can also boost employee creativity, productivity, and commitment to the organization. Overall, a thorough understanding of the elements that drive employee motivation will assist management in creating a supportive work environment and maintaining optimal levels of motivation, which will positively impact employee performance and overall organisational success.

The results of this analysis contradict the initial phenomenon, where the motivation of employees is at a low level because they feel only as a production machine that must continuously increase their productivity, so most of them feel uncomfortable. However, in fact, the results of the analysis show that employee work motivation is at a motivated level so with a motivated state, it is able to improve its performance at GENERAL HOSPITAL Bhakti Asih.

This occurrence exemplifies the theory asserting that motivation embodies an individual's drive capable of influencing the degree of dedication and enthusiasm towards an activity. Such motivation stems from both intrinsic and extrinsic sources, and the level of motivational vigor possessed by an individual will dictate the quality of their performance, whether in the realms of

studying, working, or other aspects of life (Maslow, 1969). This means that through a combination of implementing a positive organizational culture and effective transformational leadership, employees feel heard, valued and actively involved in the organization's decision-making process, which in turn increases their engagement in achieving organizational goals more effectively and sustainably.

The Influence of Organizational Culture on Performance

The analysis results suggest that organizational culture has a direct, positive, and significant impact on employee performance. This is supported by the t-test result (10.807) being greater than the t-table value (1.668), with a significance test indicating a probability value of $0.000 < 0.10$. The correlation coefficient of 0.793 signifies a positive relationship, implying that higher levels of organizational culture correspond to higher employee performance. With a value of 0.793, the correlation coefficient indicates a strong relationship, falling within the range of 0.60 to 0.799. Therefore, it can be concluded that organizational culture plays a significant role in enhancing employee performance, and a stronger organizational culture is associated with better performance outcomes. These findings are consistent with earlier research from Suwandi & Koerniawan (2022); Mubarak & Darmanto (2015); Melisa & Subarto (2021); Ariyadi et al. (2020); Edi S. et al. (2019) that organizational culture has a positive and significant effect on performance.

Organizational culture is a framework of values, norms and beliefs that are shared and practiced by all members of an organization. A strong and positive organizational culture can have a significant impact on employee performance. When organizational culture is supported by open communication, team collaboration, mutual trust, and an orientation towards innovation and learning, employees tend to feel more motivated and engaged in their work. In addition, an organizational culture that promotes reward for achievement, support for career development, and loyalty to organizational values can encourage employees to make greater and more sustained contributions to organizational goals. Therefore, building and maintaining a positive and inclusive organizational culture is key to improving employee performance and achieving competitive advantage in a competitive business environment.

In the past, the deep-rooted family culture in organisations often led to close kinship relationships among employees in the work unit. While these relationships can strengthen team solidarity, the tendency to prioritise kinship often results in a lack of attention to the competencies of prospective employees during the recruitment process, which in turn can compromise their performance in delivering services to the best of their abilities. However, the analysis shows that effective implementation of organisational culture can overcome this challenge. By reinforcing values that focus on assessments based on qualifications and performance, organisations can shift the focus from mere kinship relationships to more critical aspects of achieving organisational goals. Thus, the implementation of an effective organisational culture not only helps to improve employee performance, but also promotes fairness and organisational sustainability in the long run.

This phenomenon proves the truth of the theory that states that organizational culture is the shared values and beliefs that underlie corporate identity (Kreitner & Kinicki, 2014). These values not only reflect the way the organisation operates and interacts with its members, but also determine how it adapts and reacts to external changes. By being the guardian of core values such as integrity, collaboration, innovation and sustainability, organisational culture establishes a strong and

consistent identity for the company. It creates a solid foundation to guide employee behaviour, set performance standards, and shape relationships with stakeholders. By maintaining and strengthening an organisational culture that aligns with core values, a company can reinforce its identity, increase employee trust and loyalty, and create a dynamic and inclusive work environment.

The Effect of Transformational Leadership Style on Performance

The analysis results suggest that the transformational leadership style has a direct, positive, and significant impact on employee performance. This is supported by the t-test result (3.775) being greater than the t-table value (1.668), with a significance test indicating a probability value of $0.000 < 0.10$. The correlation coefficient of 0.880 signifies a strong positive relationship, indicating that higher levels of the transformational leadership style are associated with higher employee performance. With a value of 0.880, the correlation coefficient indicates a very strong relationship, falling within the range of 0.80 to 1.000. Therefore, it can be concluded that the transformational leadership style plays a crucial role in enhancing employee performance, and a stronger implementation of this leadership style is strongly correlated with improved performance outcomes. These findings are consistent with earlier research from Gita & Yuniawan (2016); (Hairudinor et al., 2020); Roy K. et al. (2022); Pramesti et al. (2021) stated that transformational leadership style has a positive and significant effect on performance.

Transformational leadership is a leadership style that emphasizes the strong influence of the leader on the vision, values, and motivation of employees. Transformational leaders not only focus on achieving organizational goals, but also pay attention to employees' personal growth and development. By inspiring, building strong relationships, and strengthening employee confidence, transformational leaders are able to mobilize employees to achieve extraordinary results. Through this approach, employees feel more engaged, motivated, and committed to the organization's goals, which in turn improves overall individual and team performance. In addition, transformational leaders also encourage innovation, creativity, and adaptation to change, which are key factors in maintaining organizational competitiveness and success in a changing era. Thus, transformational leadership not only positively impacts employee performance, but also shapes a dynamic and inclusive work culture, which is essential in achieving long-term success for the organization.

However, the outcomes of this investigation contradict some of the respondents' initial views. Some employees voiced dissatisfaction with the leadership style used because it appeared autocratic, less motivating, and lacked two-way communication among leaders and employees. This makes them uncomfortable while carrying out their tasks. Nonetheless, the analytical results demonstrate that the transformational leadership style is successful and can boost employee performance. This illustrates a mismatch between initial perceptions of the leadership style and the reality of implementation, where, despite the mismatch, the leadership style managed to have a large beneficial impact on staff performance.

This phenomenon is the basis for the discovery of the truth of the theory, which states that Transformational Leadership is a leadership framework aimed at enhancing human resources and evaluating the leader's impact on subordinates, quantified through measures like trust, admiration, loyalty, and respect for the leader. It endeavors to inspire followers to go beyond their usual efforts for achieving performance goals (Bass & Avolio, 1994). This means that when leaders are able to

effectively implement inspirational motivation, ideal influence, intellectual stimulation and individual attention, it will shape employee involvement in achieving organizational goals by improving quality, quantity, timeliness, effectiveness, independence and commitment to work.

From the comprehensive series of analyses conducted, it becomes evident that work motivation, organizational culture, and transformational leadership style collectively exert a positive and significant influence on employee performance. Therefore, enhancing these factors holds the potential to catalyze improved performance among employees. By fostering a work environment that nurtures motivation, cultivates a positive organizational culture, and embraces transformational leadership practices, organizations can effectively stimulate higher levels of engagement, commitment, and productivity among their workforce. As such, investing in strategies to enhance work motivation, shape a supportive organizational culture, and promote effective leadership can yield tangible benefits in terms of enhancing overall employee performance and organizational success.

4. Conclusion

Based on the results of the analysis, it can be concluded that motivation, organisational culture, and transformational leadership style influence performance at Bhaktiasih General Hospital. The findings show that these factors have a significant relationship with both individual and overall hospital performance. High motivation, supportive organisational culture, and transformative leadership style have a positive impact on achieving performance goals. The implication of this study is the need for greater attention to these aspects in the management and development of human resources in hospitals, in the hope of improving the effectiveness and efficiency of health services.

5. References

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