

THE ROLE OF JOB SATISFACTION MEDIATION ON ORGANIZATIONAL CLIMATE AND LEADERSHIP AND ITS IMPACT ON EMPLOYEE PERFORMANCE IN BANGLI REGIONAL GENERAL HOSPITAL

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ABSTRACT

The purpose of this study was to determine the impact of mediation of job satisfaction on leadership and organizational climate and its influence on employee performance at Bangli Regional General Hospital. The population in this study were 115 employees of the state civil apparatus working at Bangli Hospital, with details of 25 employees in management and 90 employees in service units. The sampling technique in this study used the Saturated Sampling Technique, where all the population in this study were taken as a sample of 115. The data analysis method used in this study was SEM (Structural Equation Modeling) analysis based on component or variance, namely PLS (Partial Least Square). The results of the analysis are then interpreted and discussed so that the results of the research can be concluded. The results showed that: Organizational climate proved to have a positive and significant effect on job satisfaction. Leadership has a positive and significant effect on job satisfaction. Leadership has no positive and significant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance. Application of job satisfaction is able to mediate the indirect influence of organizational climate on employee performance. Application of job satisfaction is able to mediate the indirect influence of leadership on employee performance.

KEYWORDS: Job Satisfaction, Leadership, Organizational Climate, Employee Performance.

1. INTRODUCTION

Bangli Regional General Hospital (RSUD Bangli) is the only government general hospital in Bangli Regency. Bangli Hospital is the main hope of the community to get quality and affordable health services. Improving health services is a challenge for Bangli Hospital to realize its vision, namely to become a hospital that is satisfying in service, quality in education and research in the health sector and always committed to serving the wider community.

This phenomenon is the basis for conducting research. How the organizational climate and leadership can affect employee job satisfaction, so that in the end it will have an impact on employee performance at Bangli Hospital is the phenomenon that underlies the authors to conduct research. Organizational climate, leadership, job satisfaction and employee performance are the variables used in this research.

Performance appraisal is a guideline that is expected to show employee performance on a regular and regular basis. Based on data obtained from the Personnel Sub-Section, it was found that employee performance appraisal at Bangli Hospital had been carried out. The results of the employee performance appraisal in 2022 have increased when compared to the results of performance appraisal in previous years, but have not met the set targets. It can be assumed that even though the employee is working according to the UTW, it is not optimal so that the set targets cannot be achieved. For example, employees who carry out service duties have not been able to provide maximum service to Bangli Hospital service users, as complaints often arise regarding services to patients in the emergency room, outpatient and inpatient care, complaints related to patient administration services, to complaints related to the use of existing facilities and infrastructure. Delays in attending cross-sectoral events and data collection requested by other agencies because administrative employees work not in accordance with all stages of the SPO to employees who only work when their superiors give orders to do something.

As stated by Robbins in Dasaad (2018), that many think that leadership is considered to determine the performance of an organization, to be able to achieve its vision and mission. A leadership has implications for improving individual performance and organizational performance. The researcher's observations, since the leadership reshuffle at Bangli Hospital which became known as the Bangli Era Baru Hospital, there have been several significant changes in management at Bangli Hospital itself. However, as the researchers stated, this management change has not led to the performance of Bangli Hospital employees reaching the set targets.

Tagiuri and Litwin (in Wirawan 2019) state that apart from leadership, organizational climate will directly affect employee performance. The researchers' assumptions about the organizational climate in Bangli Hospital are still not maximally felt by all employees. This is based on the results of the pre-survey previously conducted by the researcher. There is a feeling that some employees do not yet have a clear UTW in the organizational environment so that some seem to be doing "multiple work", some employees' feelings about clarity regarding decision-making authority to the feelings of some employees about the lack of support that reflects the trust and mutual support that prevails in the work group.

Another important factor that needs to be considered in relation to improving employee performance is job satisfaction. High performance can be created when employees are satisfied, so they feel happy and comfortable working. Thus the employee gets what he gets and with this high performance, the organization is able to get the desired profit. Empirical studies on this phenomenon were previously carried out by Yanoto (2018) which states that leadership style has a significant influence on work motivation, employee performance and employee job satisfaction. Research by Siagian and Khair (2018) found that leadership style has a positive and insignificant effect on employee performance variables. Hidayat, et.al (2019) which states that leadership style indirectly influences employee performance through job satisfaction. Likewise, with Niazi's research (2019) which states that leadership has a significant influence on employee performance. This is different from research conducted by Rosalina and Nurlawati (2020). Research finds that leadership style does not directly affect employee performance, but indirectly does. These results indicate that the better the leadership style, the work discipline will increase. Increasing work discipline in leadership can improve optimal performance of employees.

Based on the phenomena that occur with the variables, theoretical studies and empirical studies, the researchers develop problem formulations and build hypotheses in this study. The purpose of this study was to determine the impact of mediation of job satisfaction on leadership and organizational climate and its influence on employee performance at Bangli Regional General Hospital.

2. LITERATURE REVIEW

2.1 Grand Theory

This study uses Goal-Setting Theory, Contingency Theory, and Two Factor Theory, as the main theory (grand theory) to strengthen and support and obtain research results that are close to perfection. These theories form the basis of the research variables Leadership, Organizational Climate, Job Satisfaction and Employee Performance. Furthermore, these theories can be explained as follows:

1) Goal Setting Theory

The term Goal Setting comes from two syllables, namely goal which means goal and setting means determination, so goal setting is defined as setting goals. According to Locke and friends (1981) goal is defined as "is what an individual is trying to accomplish", this is referred to as the object or purpose of a behavior. (Locke, 1968) in(Aulia, 2020) through his publication entitled Toward a Theory of Task Motivation and Incentives put forward the theory of goal setting / goal setting theory with a cognitive approach. He explained that there is a relationship between goals and one's task performance. Goal setting has the idea that most human behavior is the result of goals that are consciously chosen by someone, Locke (1980) states that individual goals (goals, intentions) will show their actions, meaning that strong or weak individual behavior or actions are caused by the goals to be achieved. , in this case clear, understandable and useful goals will make individuals tend to strive harder to achieve a goal, compared to goals that are difficult to understand and are vague. Goal setting theory affects performance through four mechanisms according to Locke, et. al. (1981), namely: focusing attention and acting on achieving goals, using more effort, continuing to do tasks even though they experience failure, and developing strategies that help achieve goals. Goals do not necessarily increase job satisfaction and employee performance, but goals must meet the nature of the goals themselves, namely specificity, proximity and difficulty (Locke & Latham, 2002; Schunk, 2017).

2) Contingency Theory

Contingency theory is a theory that is based on three things, namely the relationship between superiors and subordinates, task orientation, and leadership authority (Fiedler, 1967). Fiedler's contingency theory is a theory that discusses leadership styles that depend on the organizational situation.

3) Two Factor Theory

This theory is also known as *Herzberg Theory*, which explains that job satisfaction and job dissatisfaction are two contradictory things, and are caused by different aspects of work called satisfiers (motivation factors) and dissatisfiers (hygiene factors). Satisfiers are the principal things needed as a form of satisfaction including work that is interesting or requires challenges, opportunities for achievement, rewards and promotions. Meanwhile dissatisfiers (hygiene factors) are elements that cause dissatisfaction such as salary/wages, supervision, interpersonal relationships, working conditions and status (Robin 2020:112).

The main theory (grand theory) that has been described above emphasizes the importance of the relationship between the goals set and the resulting performance. The basic concept is that someone who is able to understand the goals expected by the organization, then this understanding will affect his work behavior. Goal-Setting Theory suggests that an individual is committed to a goal (Robbins and Judge, 2016: 8). Contingency Theory emphasizes superior-subordinate relationships, task orientation, and leadership authority. The Two Factor Theory emphasizes the emergence of job satisfaction and job dissatisfaction due to various factors, one of which is leadership and the relationship between employees. If an individual has a commitment to achieve his goals, then this commitment will influence his actions and affect the consequences of his performance. Achievement of the set goals (objectives) can be seen as the goal or level of performance to be achieved by the individual. Overall, the intention in relation to the goals set, is a strong motivation in realizing the performance. Individuals must have skills, have goals and receive feedback to assess their performance. How Leadership and Organizational Climate at Bangli Hospital can affect employee Job Satisfaction, so that in the end it will have an impact on Employee Performance at Bangli Hospital is the goal to be achieved in this study. is a strong motivation in realizing its performance? Individuals must have skills, have goals and receive feedback to assess their performance.

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3.1 Research Hypothesis

Based on the formulation of the problem, theoretical studies and empirical studies as well as the conceptual framework, hypotheses can be developed in this study with the following exposure:

1) The Effect of Organizational Climate on Job Satisfaction

Organizational Climate according to Gomes (2018) is the quality of the organization's internal environment which will directly affect performance. An organizational climate that is felt unpleasant will make employees feel that their work environment does not create an atmosphere that brings them to achieve optimal Job Satisfaction. Research conducted by Pahlawan and Onsardi (2020) which states that there is a significant influence of organizational climate on employee job satisfaction, where from the results of the analysis the value of the regression coefficient of organizational climate (X2) is 0.277 which means organizational climate has an effect on job satisfaction (Y) employees, with a significance of X2 less than 0.05 ($0.001 < 0.05$). This is further strengthened by research conducted by Krisnaldy, et al., (2019) which states that organizational climate variables and job promotions affect job satisfaction both partially and partially, where from the results of the analysis it is obtained that the organizational climate regression coefficient (X3) is 0.305 which means that organizational climate influences job satisfaction (Y) employees, with X3 significance is less than 0.05 ($0.018 < 0.05$). Likewise, with research conducted by Falahi (2019) which states that there is a positive and significant influence between organizational climate and employee job satisfaction, where the results of the analysis show that the organizational climate regression coefficient (X1) is 0.325, meaning organizational climate has an effect on satisfaction work (Y) employees, with a significance of X1 less than 0.05 ($0.001 < 0.05$).

H1: Organizational climate has a positive effect on job satisfaction.

2) The Influence of Leadership on Job Satisfaction

Leadership is a determining factor in an organization. The success or failure of an organization in achieving a goal is influenced by the way a leader. A leader in an organization can be effective if the leader is able to manage his organization and influence the behavior of his subordinates so that they want to work together in achieving organizational goals.

The definition of leadership as put forward by some of the following experts includes: Drath and Palus in Yulk (2018: 3) states that "leadership is the process of understanding what people do together, so they understand and want to do it". Meanwhile, according to Robbins (2016: 249) leadership in the organization is directed to influence the people they lead, so that they want to do as expected or directed by other people who lead them.

Various studies show that leadership affects job satisfaction. This is proven in research conducted by Astuti Sri Dya and Surya Ketut (2020) which states that transactional leadership has a positive and significant effect on job satisfaction. The results of the analysis show that the regression coefficient value of transactional leadership (X3) is 0.399, which means that transactional leadership has a significant positive effect on job satisfaction (Y), with a significance of X3 less than 0.05 ($0.010 < 0.05$). Another research was conducted by Pahlawan and Onsardi (2020) which stated that leadership has a significant effect on job satisfaction. Where from the results of the analysis the value of the leadership style regression coefficient (X3) is 0, Likewise with the research conducted by Rahadian and Suwandana (2017) which states that leadership style has a positive and significant effect on employee job satisfaction. Where from the results of the analysis the regression coefficient value of leadership style (X1) is 0.319, which means that leadership style has a positive and significant effect on employee job satisfaction (Y), with a significance of X1 less than 0.05 ($0.000 < 0.05$).

Based on the theoretical study and the results of the previous research, the following hypothesis was formed:

H2: Leadership has a positive effect on job satisfaction.

3) The Effect of Organizational Climate on Employee Performance

A good organizational climate will lead to high and profitable performance results for the organization. Every organization has its own way of presenting its business. Therefore, every organization always has a unique organizational climate and is different from other organizations. Climate can be pressing, neutral or can also be supportive, depending on the part that regulates it. Organizations tend to attract and retain people who are suited to their climate, so that to some degree the pattern is perpetuated. Research conducted by Ratnasari, et al., (2020) which states that organizational climate has a positive and significant effect on performance. The results of the analysis obtained a value of 6,723 greater than the t table of 0,676 and a significant value of 0,000 < 0.05 , then H_0 is rejected and H_a is accepted. In partial test the organizational climate variable has a positive and significant effect on employee performance. This is due to the organizational climate that employees feel is well structured so that it will encourage the creation of maximum performance results. Therefore, it can be concluded that a good employee organizational climate will influence to improve employee performance. The results of this study support the research results of Saleh (2015) and Ratnasari (2017) Therefore it can be concluded that a good employee organizational climate will influence to improve employee performance. The results of this study support the research results of Saleh (2015) and Ratnasari (2017) Therefore it can be concluded that a good employee organizational climate will influence to improve employee performance. The results of this study support the research results of Saleh (2015) and Ratnasari (2017).

Likewise with research conducted by Janah, et al., (2020) which states that organizational climate has a positive effect on employee performance. Based on the results of path analysis calculations, the direct effect of organizational climate on performance, the path coefficient value is 0.442 and the t-count value is 5.467. The t table value for $\alpha = 0.05$ is 1.98. Therefore, the t-count value is greater than the t-table value, so H_0 is rejected and H_1 is accepted. Thus, it can be concluded that performance is positively influenced directly by organizational climate. Improved organizational climate resulted in increased performance. The results of this study are in line with the opinions of several experts, namely according to Mullins, (2013) Based on the theoretical study and the results of the previous research, the following hypothesis was formed:

H3: Organizational climate has a positive effect on employee performance.

4) The Influence of Leadership on Employee Performance

Leadership is another factor that influences employee performance. Robbins (2016: 249), states that leadership is the ability to influence a group towards achieving a set vision or goal. Leadership has an impact on employee performance and if the leader behaves well it will create a conducive organizational climate (Kurniawati, 2018).

Leadership has implications for improving employee performance and organizational performance. Often, if the organization experiences a decline in performance, leadership restructuring will be carried out. Various studies show that leadership influences employee performance, such as Yanoto's research (2018) which states that leadership style has a significant influence on work motivation, employee performance and employee job satisfaction. Research by Siagian and Khair (2018) found that leadership style has a positive and insignificant effect on employee performance variables. Hidayat, et al. (2019) which states that leadership style indirectly influences employee performance through job satisfaction. Likewise, with Niazi's research (2019) which states that leadership has a significant influence on employee performance. This is different from research conducted by Rosalina and Nurlawati (2020). Research finds that leadership style does not directly affect employee performance, but indirectly does. These results indicate that the better the leadership style, the work discipline will increase. Increasing work discipline in leadership can improve optimal performance of employees. Likewise, with research conducted by Hidayat, et al., (2019) which stated that leadership style indirectly affects employee performance through job satisfaction. The results of this study are consistent with research conducted by Safitri, Balafif and Sutopo (2012) which states that leadership style has an influence on improving employee performance. Based on the theoretical study and the results of the previous research, the following hypothesis was formed:

H4: Leadership has a positive effect on employee performance

5) The Effect of Job Satisfaction on Employee Performance

Job satisfaction employees play a very vital role in the performance of an organization. Targets and achievements depend on employee job satisfaction and in turn contribute to organizational success and growth, increase productivity, and improve work quality (Latif, et., al. 2018).

If the award is felt to be fair and adequate, job satisfaction will increase because they receive the award in proportion to their work performance. Conditions of job satisfaction or dissatisfaction become feedback that will affect work performance in the future. In addition, working conditions, a comfortable work environment, and career opportunities can also affect an employee's performance. So that if an employee is satisfied with his work, it can be proven that the performance he produces is also good.

Research by Jufrizen and Sitorus (2021) with the results of research showing that job satisfaction has a positive and insignificant effect on employee performance at the Regional Office of the Directorate General of Treasury of North Sumatra Province. Likewise, research conducted by Adiwantari, et al., (2019) which states that Job satisfaction has a positive effect on the performance of Buleleng District Health Office employees. The results of this study are in line with the opinion of Sinambela (2019: 255) which says that high employee performance will continue to influence job satisfaction.

Based on the theoretical study and the results of the previous research, the following hypothesis was formed:

H5: Job satisfaction has a positive effect on employee performance.

6) The Role of Job Satisfaction in mediating the effect of Organizational Climate on Employee Performance

Another important factor that needs to be considered in relation to improving employee performance is job satisfaction. Job satisfaction is a fairly important element in the organization (Hariandja 2017: 290). Job Satisfaction according to Moorse in Penggabean (2018: 128) is said to be what a person wants from his job and what they get. The most dissatisfied people are those who have the most wants but few opinions, while the most satisfied are the people who want a lot and get it. Meanwhile Wexley and Yuki (1977:98) in Mangkunegara (2017:117), argue that job satisfaction "is the way an employee feels about his or her job" or when translated means the way an employee feels himself or his job. Various scientific studies on job satisfaction as a mediating variable for the influence of organizational climate on employee performance were revealed by Pratama and Pasaribu (2020), which stated that job satisfaction mediates the relationship between organizational climate and employee performance. This is in line with research from Risambessy et al. (2022) which also states that job satisfaction mediates the relationship between organizational climate and employee performance.

Based on the theoretical study and the results of the previous research, the following hypothesis was formed:

H6: Job satisfaction mediates the effect of organizational climate on employee performance

7) The role of Job Satisfaction in mediating the influence of Leadership on Employee Performance

Job satisfaction is a general attitude towards an employee's work, the difference between the amount of rewards an employee receives and the amount they believe they should receive (Sinambela 2019: 176) Meanwhile,

according to Martoyo (2018: 115-116), job satisfaction is an employee's emotional state where occurs or does not occur a meeting point between the value of employee compensation from the employee concerned. People get more than money or tangible accomplishments from their work. For most employees, work also fills the need for social interaction. It is therefore not surprising that having friendly and supportive co-workers leads to increased job satisfaction.

It is generally found that employee satisfaction increases when leaders are friendly and understanding, give praise for good performance, listen to employee opinions and show an interest in the data presented by employees.

Various scientific studies on job satisfaction as a mediating variable for the influence of leadership on employee performance are revealed by Putra and Surya (2020) which state that job satisfaction positively and significantly mediates the influence of transformational leadership on employee performance. There is also research by Prabowo et al., (2017) which states that job satisfaction mediates the influence of transformational leadership on employee performance. The results of this study are in line with the results of the research disclosed by Sari et al. (2021) which states that leadership style influences employee performance through job satisfaction.

Based on the theoretical study and the results of the previous research, the following hypothesis was formed:

H7: Job satisfaction mediates the influence of leadership on employee performance.

3. RESEARCH METHODS

This research is an associative research that is causal. Causal research is research that has the main goal of proving a causal relationship or a relationship influencing and being influenced by the variables studied. Variables that influence are called independent variables and variables that are affected are called dependent variables (Isjianto, 2009: 38). This research was conducted at Bangli Hospital from April to May 2023. The research objects studied were Organizational Climate (X1), Leadership (X2), Job Satisfaction (Y1) and Employee Performance (Y2).

The population in this study were 115 employees of the state civil apparatus working at Bangli Hospital, with details of 25 employees in management and 90 employees in service units. The sampling technique in this study used the Saturated Sampling Technique, where all populations in this study were taken as a sample of 115.

The sample in this study were employees who worked in the management and service room at Bangli Hospital who met the following research criteria:

1. Willing to be a research respondent
2. Employees who have worked for at least 5 years
3. Employees with the status of Civil Servants

Data analysis is quantitative in nature with the aim of testing the established hypotheses (Sugiyono, 2016: 127). Data collection techniques in the form of interviews, documentation and distribution of questionnaires followed by testing the validity and reliability of the instrument. The data analysis method used in this research is SEM (Structural Equation Modeling) analysis based on component or variance, namely PLS (Partial Least Square). The results of the analysis are then interpreted and discussed so that the results of the research can be concluded.

4. RESULTS AND DISCUSSION

4.1 Hypothesis testing

1) Test the Direct Effect Hypothesis

To see the significance of the influence of organizational climate and leadership on job satisfaction and its impact on performance can be seen from the original sample value, the significance value of the T statistic and the P-Values value on the output path coefficient. The limit for rejecting or accepting the hypothesis is the value of P-Values < 0.05 or T statistic > 1.96. Following are the results of the path coefficient in table 1

Table 1

Results Path Coefficient

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational climate (X1) -> Job satisfaction (Y1)	0.565	0.568	0.084	6,753	0.000
Organizational climate (X1) -> Employee Performance (Y2)	0.358	0.355	0.052	6,906	0.000
Leadership (X2) -> Job satisfaction (Y1)	0.308	0.307	0.087	3,529	0.000
Leadership (X2) -> Employee Performance (Y2)	0.000	0.000	0.061	0.004	0.997
Job satisfaction (Y1) -> Employee Performance (Y2)	0.619	0.622	0.066	9.306	0.000

Source: Appendix 8

Information from the results of the analysis recapitulation above can determine the results of hypothesis testing as follows:

1) Hypothesis Testing (H1)

organizational climate(X1) proved to have a positive and significant effect on job satisfaction (Y1). These results are indicated by the path coefficient which has a positive value of 0.565 with a T-statistic = 6.753 (T-statistic > 1.96) and a p value = 0.000 (p value <0.05) so that hypothesis 1 (H1): organizational climate has a positive effect on satisfaction work can be proven. The results of the analysis obtained mean that the better the organizational climate at the Bangli Regional General Hospital will increase employee job satisfaction.

2) Hypothesis Testing (H2)

Leadership (X2) is proven to have a positive and significant effect on job satisfaction (Y1). These results are indicated by the path coefficient which has a positive value of 0.308 with a T-statistic = 3.529 (T-statistic > 1.96) and a p value = 0.000 (p value <0.05) so that hypothesis 2 (H2): leadership has a positive and significant effect on Job satisfaction can be proven (accepted). The results of the analysis obtained mean that the better the leadership applied at the Bangli Regional General Hospital will increase employee job satisfaction.

3) H3 Hypothesis Testing

organizational climate(X1) proved to have a positive and significant effect on employee performance (Y2). This result is indicated by the path coefficient which has a positive value of 0.358 with a T-statistic = 6.906 (T-statistic > 1.96) and a p value = 0.000 (p value <0.05) so that hypothesis 3 (H3): organizational climate has a positive effect on performance employee can be proven (accepted). The results of the analysis obtained mean that the better the organizational climate at the Bangli Regional General Hospital will improve employee performance.

4) H4 Hypothesis Testing

Leadership (X2) is not proven to have a positive and significant effect on performance (Y2). These results are indicated by the path coefficient which has a positive value of 0.000 with a T-statistic = 0.004 (T-statistic <1.96) with a p value = 0.997 (p value > 0.05) so that hypothesis 4 (H4): leadership has a positive effect on employee performance cannot be proven (rejected). The results of the analysis obtained mean that the better the leadership at the Bangli Regional General Hospital cannot improve its performance.

5) Hypothesis Testing H5

Job satisfaction(Y1) proved to have a positive and significant effect on employee performance (Y2). These results are indicated by the path coefficient which has a positive value of 0.619 with a T-statistic = 9.306 (T-statistic > 1.96) with a p value = 0.000 (p value <0.05) so that hypothesis 5 (H5): job satisfaction has a positive effect on performance employee can be proven (accepted). The results of the analysis obtained mean that the better job satisfaction of employees at the Bangli Regional General Hospital will improve the performance of these employees.

2) Mediation Variable Examination

In the following examination, we will examine the mediating role of the variable job satisfaction (Y1) on the indirect effect of organizational climate (X1) and leadership (X2) on employee performance (Y2). As for the examination of the indirect effect in this study, the results of the analysis can be presented in Table 2

Table 2

Recapitulation of Mediation Variable Testing Results

No	Mediation of Job Satisfaction Variables(Y1)	Effect Coefficient				
		A	B	C	D	Ket
1	Organizational climate (X1) -> Employee Performance (Y2)	0.358 (sigs)	0.698 (sigs)	0.565 (sigs)	0.619 (sigs)	<i>Partially Mediated</i>
2	Leadership (X2) -> Employee Performance (Y2)	0.000 (No sign)	0.204 (sigs)	0.308 (sigs)	0.619 (sigs)	<i>fully mediated</i>

Description: Significance (Sig) = T statistic > 1.96 at $\alpha = 5\%$

The information that can be obtained from Table 2, above is the result of testing the mediating variable which can be conveyed as follows:

- 1) Job satisfaction (Y1) able to mediate the indirect effect of organizational climate (X1) on employee performance (Y2). These results are shown from the mediation test conducted, it appears that the effects C, D and A have significant values and the indirect effect path coefficient obtained above 0.10 is 0.350 (Hair et al., 2014). The results of this study determine that organizational climate (X1) can affect employee performance through the application of job satisfaction which can be proven empirically. Based on these results, it can be interpreted that the better the organizational climate at the Bangli Regional General Hospital, the better job satisfaction will be so that it will have an impact on increasing employee performance at the Bangli Regional General Hospital. Other information that can be conveyed is that the mediating effect of job satisfaction variables on the indirect effect of organizational climate on employee performance is partial. These findings provide an indication that the variable job satisfaction (Y1) is not a determining variable in the influence of organizational climate (X1) on employee performance (Y2) (Partially Mediated).
- 2) Job satisfaction (Y1) able to mediate positively and significantly on the indirect influence of leadership (X2) on employee performance (Y2). These results are shown from the mediation test conducted, it appears that effect A does not have a significant value. The results of this study determine that leadership (X2) can only affect employee performance through job satisfaction. Based on these results it can be interpreted that good leadership accompanied by good job satisfaction can improve employee performance. Other information that can be conveyed is that the mediating effect of the variable job satisfaction (Y1) on the indirect effect of leadership (X2) on employee performance is fully mediated. These findings provide an indication that the variable job satisfaction (Y1) is the determining variable in the influence of work motivation on employee performance.

In order to know the overall effect for each relationship between the variables studied, the calculation of the direct effect, indirect effect and total effect can be presented in table 3 below.

Table 3
Calculation of Direct Effects, Indirect Effects and Total Effects

No	Variable	Immediate Effect	Indirect Effects	Total Effect
1	Organizational climate (X1) -> Job satisfaction (Y1)	0.565s	-	0.565
2	Organizational climate (X1) -> Employee Performance (Y2)	0.358S	0.350S	0.708
3	Leadership (X2) -> Job satisfaction (Y1)	0.308S	-	0.308
4	Leadership (X2) -> Employee Performance (Y2)	0.000ns	0.191S	0.191
5	Job satisfaction (Y1) -> Employee Performance (Y2)	0.619S	-	0.619

Description: S = Significant, NS = No Significant

Information obtained from Table 3 shows the path coefficient of organizational climate to employee performance of 0.358, organizational climate to job satisfaction of 0.565 and job satisfaction to employee performance of 0.619, thus the indirect effect has a smaller path coefficient of 0.350 compared to the direct path coefficient 0.358 with a total effect of 0.708. The coefficient of this path proves that the climate path has an indirect effect on employee performance through job satisfaction which is smaller than the direct effect of the climate path on employee performance. These findings provide an indication that a good climate path can improve employee performance and the direct effect of the climate pathway has a greater influence on employee performance than through mediation of job satisfaction.

Based on the results of the analysis as shown in Table 5.18, the path coefficient of leadership to employee performance is 0.000, leadership to job satisfaction is 0.308 and job satisfaction to employee performance is 0.619, thus the indirect effect has a greater path coefficient of 0.191 compared to the direct path coefficient of 0.000 with a total effect of 0.191. The coefficient of this path proves that leadership has an indirect effect on performance through greater job satisfaction than the direct effect of leadership on performance, plus the direct effect of leadership on performance is not significant, this indicates better employee job satisfaction even though employee perceptions of leadership are poor in improving the performance of nurses, The findings also show that the organizational climate path (X1) on employee performance (Y2) has a greater total effect of 0.708 compared to the leadership path (X2) on employee performance (Y2) which only obtains a total effect of 0.191. These results provide an indication that employee performance tends to be determined by the organizational climate implemented at the Bangli Regional General Hospital. This shows that building a quality organizational climate in the internal environment of the organization will directly affect performance. An organizational climate that is felt pleasant will make employees feel that their work environment will create an atmosphere that brings them to achieve good activities so that they will be able to provide energy or power for themselves to show optimal performance.

4.2 Discussion

The Effect of Organizational Climate on Job Satisfaction

Based on the results of an analysis of the effect of organizational climate on job satisfaction, it shows that organizational climate has a positive and significant effect on job satisfaction. The results of this analysis indicate that hypothesis 1 (H1) is accepted. This finding means that the better the organizational climate at the Bangli Regional General Hospital will increase job satisfaction. A good organizational climate will provide job satisfaction for employees. If employees have job satisfaction, they will feel happy, comfortable and enthusiastic about working, so that the organization is able to get the desired benefits. Job satisfaction will then have an impact on employee performance.

In this study, the organizational climate is seen from six indicators, namely Structure, Standards, Responsibility, Recognition, Support and Commitment. Recognition is the highest measure of employee organizational climate. Based on these results, it shows that the employee's feelings have received satisfaction in proper recognition from the workplace institution, both in the form of giving appropriate compensation after completing work, positive appreciation when serving the community and employment status.

The results of this study are in line with the results of research conducted by Falahi(2019), Krisnaldy et al.,(2019), Dharma (2019) and Heroes and Onsardi(2020)with the results of the study stating that there is a positive and significant influence of organizational climate on employee job satisfaction.

The Influence of Leadership on Job Satisfaction

Based on the results of the analysis of the influence of leadership on job satisfaction, it shows that leadership has a positive and significant effect on the implementation of employee job satisfaction, the results of this test indicate that hypothesis 2 (H2) is accepted. This result means that the better the leadership given to employees at the Bali Regional General Hospital, the employee's job satisfaction will increase.

Based on the theory of the influence of leadership on job satisfaction, Drath and Palus in Yulk (2018: 3) state that "leadership is the process of understanding what people do together, so they understand and want to do it". Meanwhile, according to Robbins (2016: 249) leadership in the organization is directed to influence the people they lead, so they want to do as expected or directed by other people who lead them.

In this study, leadership is seen from five indicators, namely, how to communicate, providing motivation, leadership ability, decision making and positive power. Decision making is the highest measure of leadership in the Bangli Regional General Hospital. Based on this, it shows that decision making which includes decisions by

leaders regarding all activities carried out in the Agency has been going well and involves employees so that employees feel satisfaction in every job done and can be used as a basis for employees to carry out their duties properly.

The results of this study are in line with the results of research conducted by Rahadian and Suwandana(2017), Astuti and Surya(2020), Pahlawan and Onsardi (2020), which state that leadership has a positive and significant effect on employee job satisfaction.

The Effect of Organizational Climate on Employee Performance

Based on the results of an analysis of the influence of organizational climate on employee performance, it shows that organizational climate has a positive and significant effect on employee performance. The results of this test indicate that hypothesis 3 (H3) is accepted. This finding means that the better the organizational climate at the Bangli Regional General Hospital will improve employee performance.

Based on the theory of organizational climate (Organizational Climate) according to Davis and Newstrom in Silviani (2020: 28) is the quality of the organization's internal environment which will directly affect performance. An organizational climate that is felt unpleasant will make employees feel that their work environment does not create an atmosphere that brings them to achieve activities well so that they do not provide energy or power for themselves to perform optimally, said Tagiuri and Litwin in Wirawan (2019: 96).

A good organizational climate will lead to high and profitable performance results for the organization. Every organization has its own way of presenting its business. Therefore, every organization always has a unique organizational climate and is different from other organizations. Climate can be pressing, neutral or can also be supportive, depending on the part that regulates it. Organizations tend to attract and retain people who are suited to their climate, so that to some degree the pattern is perpetuated.

This is in accordance with the results of Kurniawati's research(2018), Ratnasari et al.,(2020), Janah et al.,(2020)with the results of the analysis stating that organizational climate has a positive and significant effect on employee performance. Likewise, with the results revealed by Imron et al., (2020) in their research which stated organizational climate had a positive and significant effect on employee performance.

The Influence of Leadership on Employee Performance

Based on the results of the analysis of leadership on employee performance, showing that leadership has not proven to have a positive and significant effect on employee performance, the results of this test indicate that hypothesis 4 (H4) is rejected. This result means that even though leadership is running well in Bangli Hospital, it does not directly affect employee performance, so it is not able to improve employee performance. These results state that employees at Bangli Hospital follow the system and rules that have been set in their work. Bangli Hospital employees with employment status as certain functional officials already have their respective job descriptions, responsibilities and authorities.

The results of the research that support the results of this study are the research conducted by Rosalina and Wati (2020) which states that leadership style does not directly affect employee performance. These results indicate that leadership only acts as a motivator for employees to be even more active at work, work according to performance targets, SPOs and time targets that have been set so that organizational goals can be achieved.

The Effect of Satisfaction on Employee Performance

Based on the results of the analysis of job satisfaction on employee performance, it shows that satisfaction has a positive and significant effect on employee performance. The results of this test indicate that hypothesis 5 (H5) is accepted. This means that the better job satisfaction at Bangli General Hospital will improve employee performance. Employee job satisfaction plays a very vital role in the performance of an organization. Targets and achievements depend on employee job satisfaction and in turn contribute to organizational success and growth, increase productivity, and improve work quality (Latif et al., 2018).

If the rewards are felt to be fair and adequate, job satisfaction will increase because they receive rewards in proportion to their work performance. Conditions of job satisfaction or dissatisfaction become feedback that will affect work performance in the future. In addition, working conditions, a comfortable work environment, and career opportunities can also affect an employee's performance. So that if an employee is satisfied with his work, it can be proven that the performance he produces is also good.

Several studies have proven that satisfaction has a positive and significant effect on employee performance. Like research on job satisfaction with performance conducted by Adiwantari et al.,(2019), Paais and Pattiruhu(2020)and Pudyarningsih et al.,(2020)with the results of his research proving that job satisfaction has a positive and significant effect on employee performance.

The Role of Job Satisfaction in mediating the effect of Organizational Climate on Employee Performance

Based on the analysis results show that job satisfaction is able to mediate the indirect influence of organizational climate on employee performance. The results of this study determine that organizational climate can influence employee performance through job satisfaction which can be proven empirically. Based on these results, it can be interpreted that the better the organizational climate at the Bangli Regional General Hospital, the better employee job satisfaction will also have an impact on increasing employee performance at the Bangli Regional General Hospital. Other information that can be conveyed is that the mediating effect of the job satisfaction variable on the indirect effect of organizational climate on employee performance is partial where the job satisfaction variable is not the determining variable in the influence of organizational climate on employee performance.

The results of the analysis also found that organizational climate has the greatest total effect on employee performance. These results provide an indication that employee performance tends to be determined by the organizational climate implemented at the Bangli Regional General Hospital. This shows that Organizational Climate according to Davis and Newstrom in Silviani (2020:28) is the quality of the organization's internal environment which will directly affect performance. An organizational climate that is felt unpleasant will make employees feel that their work environment does not create an atmosphere that brings them to achieve activities well so that they do not provide energy or power for themselves to perform optimally, said Tagiuri and Litwin in Wirawan (2019: 96).

Sinambela (2019: 484) states that high performance can be created if employees have satisfaction, so they feel happy and comfortable working, with this high performance, the organization is able to get the desired benefits. Building and changing the organizational climate is a way to build overall job satisfaction. If the focus of improvement is on the organizational climate, then the output will be better than if the focus is only on the program. Other findings obtained, the organizational climate will be able to further improve employee job satisfaction the better so that it will have an impact on increasing employee performance at work, in the application of organizational climate in hospitals all parties must help each other to make this happen, Organizational Climate is one aspect of the study of the HRM function, namely the employee maintenance function so that organizational goals can be achieved. Achieved organizational goals can be seen if the work environment can support the performance of its employees. The work environment concerns all aspects of the social environment, both formal and informal, that are felt by members of the organization, and that environment can affect their work (Robbins, 2016) and will ultimately have a major impact on improving employee performance.

The results of this study are in line reinforced by various scientific studies regarding job satisfaction as a mediating variable for the effect of organizational climate on employee performance as revealed by Pratama and Pasaribu (2020), which state that job satisfaction mediates the relationship between organizational climate and employee performance. This is in line with research from Risambessy et al., (2022) which also states that job satisfaction mediates the relationship between organizational climate and employee performance.

The role of Job Satisfaction in mediating the influence of Leadership on Employee Performance

Based on the results of the analysis, it shows that job satisfaction is able to mediate the indirect influence of leadership on employee performance. The results of this study indicate that leadership can influence employee performance through job satisfaction which can be proven empirically. Based on these results, it can be interpreted that the better the leadership at Bangli Hospital, the job satisfaction of employees will also increase so that it will have an impact on increasing employee performance at Bangli Hospital. Other information that can be conveyed is that the mediating effect of the variable job satisfaction on the indirect effect of leadership on employee performance is full, meaning that the application of job satisfaction is the determining variable in the influence of leadership on employee performance.

Job satisfaction is a general attitude towards an employee's work, the difference between the amount of rewards an employee receives and the amount they believe they should receive (Sinambela 2019: 176) Meanwhile, according to Martoyo (2018: 115-116), job satisfaction is an employee's emotional state where occurs or does not occur a meeting point between the value of employee compensation from the employee concerned. People get more than money or tangible accomplishments from their work. For most employees, work also fills the need for

social interaction. It is therefore not surprising that having friendly and supportive co-workers leads to increased job satisfaction.

It is generally found that employee satisfaction increases when leaders are able to make good decisions by involving employees, being friendly and understanding, giving praise for good performance, listening to employee opinions and showing an interest in the data presented by employees.

Various scientific studies on job satisfaction as a mediating variable for the influence of leadership on employee performance are revealed by Putra and Surya (2020) which state that job satisfaction positively and significantly mediates the influence of transformational leadership on employee performance. There is also research by Prabowo et al., (2017) which states that job satisfaction mediates the influence of transformational leadership on employee performance. The results of this study are in line with the results of research revealed by Sari et al., (2021) which states that leadership style influences employee performance through job satisfaction.

5. CONCLUSION

Based on the results of the above research, the following conclusions can be formulated organizational climate proved to have a positive and significant effect on job satisfaction. These results give the meaning that the better the organizational climate in Bangli General Hospital will increase employee job satisfaction.

Leadership has a positive and significant effect on job satisfaction. This result gives a better meaning leadership by the managers in Bangli General Hospital will increase employee job satisfaction.

organizational climate positive and significant effect on employee performance. These results give the meaning that the better the organizational climate in Bangli General Hospital will improve employee performance. Leadership has no positive and significant effect on employee performance. This result gives meaning even though leadership has been well implemented in Bangli General Hospital but have not been able to improve employee performance.

Job satisfaction positive and significant effect on employee performance. This result gives a better meaning employee job satisfaction in Bangli General Hospital will improve employee performance.

Application of job satisfaction able to mediate the indirect influence of organizational climate on employee performance. Based on these results, it can be stated, the better the organizational climate at the Bangli General Hospital, the job satisfaction will also be getting better so that it will have an impact on increasing employee performance. Organizational climate has the greatest total effect compared to leadership paths on employee performance. Application of job satisfaction able to mediate the indirect influence of leadership on employee performance. Based on these results it can be stated, the better the leadership at the Bangli General Hospital, the job satisfaction will also be getting better so that it will have an impact on increasing employee performance.

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