

The Influence of Leadership and Organizational Culture and Supervision on Job Satisfaction and Performance of Tenggarong AM Parikesit Hospital

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ABSTRACT: *This study aims to prove the influence of leadership and organizational culture as well as supervision on job satisfaction and performance at Tenggarong AM Parikesit Hospital. In this study involved 80 nurses and 18 midwives with a total of 98 as respondents. The data analysis used by the author is the Structural Equation Model (SEM) using the SmartPLS Program. The results showed that leadership had a significant positive effect on job satisfaction. Organizational culture had a not significant positive effect on job satisfaction. Supervision had a positive and significant effect on job satisfaction. significant effect on performance, job satisfaction has no significant positive effect on performance, leadership has no significant positive effect on the performance of nurses and midwives through job satisfaction, organizational culture has no significant positive effect on the performance of nurses and midwives through job satisfaction, supervision has no significant positive effect on nurse performance and midwives through the job satisfaction of nurses and midwives at Tenggarong Perikesit Hospital.*

KEY WORD: *Organizational Culture, Supervision, Job Satisfaction, Performance of Nurses, and Midwives*

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I. INTRODUCTION

Optimizing the performance of Tenggarong AM Parikesit Hospital, hereinafter referred to as Nurses and Midwives, is a manifestation of the seriousness of government officials in serving the community. Nurses and midwives as one of the implementing elements in the government environment, it is an obligation to provide optimal service. The success and performance of a person in a field of work is determined by leadership, organizational culture, supervision, and satisfaction in working in the field he is engaged in. An organizational culture shows a person's power in identifying involvement in an organization. Therefore, organizational culture will create a sense of belonging (sense of belonging) for workers to the organization.

The gaps or gaps in this study can be reflected in several previous studies which became the basis for conducting research, an explanation of the empirical gap can be explained in the following elaboration:

Leadership on job satisfaction. The positive influence of leadership on job satisfaction occurs because of good communication between superiors and subordinates, interactions with superiors and participative involvement of subordinates in decision making affect employee satisfaction. Based on research conducted by Walumbwa et al. (2018) leadership has a significant positive effect on job satisfaction. This research was conducted by comparing the influence of these leadership styles in Kenya and the United States which still produces a significant positive relationship between leadership and job satisfaction. Leaders who can apply proper leadership will be able to satisfy their subordinates so that employees become more active at work so that employee performance can be formed. The above results can be drawn as a common thread to increase job satisfaction through participatory leadership behavior. Research conducted by Muslichah & Asrori (2018), Raimonda & Alonderiene (2016), Saleem (2018) states that leadership has a positive and significant influence on job satisfaction, while research conducted by Makhdoom & Dass (2022) states that leadership has no effect significant to job satisfaction.

Organizational culture on job satisfaction. Organizational culture is a rule that is deliberately created to be obeyed or implemented by each employee or all employees involved in an organization's scope. Organizational culture is also a measurement to see the level of job satisfaction of employees in carrying out and completing the work done. Research by Zhang & Li (2019) provides an understanding that organizational culture has been considered as one of the important core competencies of an organization. Individuals, groups, and organizations as a whole run beneath its culture even though it is almost intangible. This study attempts to describe organizational culture and to explore the relationship between organizational culture and employee satisfaction in the case of Chinese family firms. As a by-product, a quantitative approach is provided to support managerial

decisions about cultural change to increase organizational effectiveness. Research conducted by Bhalla et al. (2017), Belias et al. (2014), Ahamed & Mahmood (2018), Alvi, et al. (2014) states that organizational culture has a positive and significant influence on job satisfaction, in contrast to research conducted by Nurlina (2022) which states that organizational culture has a negative and insignificant effect on job satisfaction.

Monitoring job satisfaction. Dale (2011: 224) reveals that supervision does not only look at things carefully and report the results of supervising activities, but also implies repairing and straightening so as to achieve goals that are in accordance with what is desired. Another expert's opinion, supervision is a systematic effort to set implementation standards with planning objectives, design feedback information systems, compare actual activities with predetermined standards, determine and measure deviations and take corrective action needed to ensure that all organizational resources are used in the most effective and efficient way in achieving organizational goals.

Supervision aims to ensure that the implementation of the work is in accordance with the instructions that have been given and to find out the weaknesses and difficulties encountered in implementing the plan. Research conducted by Melinda et al. (2022), Laimheheriwa (2022), Nasution & Khair (2022), Silalahi (2022), Qureshi et al. (2017) states that supervision has a positive and significant influence on job satisfaction, in contrast to the research conducted by Napitupulu (2022) which states that partial supervision has no effect and is not significant on job satisfaction.

Leadership on employee performance. Applying the right pattern of leadership through its role as inspirational motivation which is able to be supported is then disseminated to employees supported by leadership characteristics which include integrity, innovation, management impressions, individual consideration, intellectual stimulation and trust, and employee motivation at work which is dominated by social relations or interpersonal in organizational and physical dimensions, can simultaneously influence employee performance significantly in a positive direction. That is, the better the application of transformational leadership and strong work motivation, the better the achievement of employee performance. Research conducted by Zehir et al. (2021) depending on the results, there is a significant positive relationship between transformational leadership and employee performance. The research results of Özaralli (2017) transformational leadership contributed to the self-empowerment predictions reported by subordinates and that the more team members experienced team empowerment, the more effective the team. Sparks & Schenk (2017) research results show that transformational leadership does change followers by encouraging them to see a higher purpose in their work. Hancott's research (2018), transformational leadership has a positive influence on employee performance. The results of this empirical study support the theory from Carlaw et al. (2017) transformational leaders can motivate subordinates and enable them to maintain achievements and achieve revolutionary changes. Givens' research (2018), transformational leaders inspire followers to achieve more by concentrating on follower values and helping followers align these values with organizational values. Research conducted by Basit et al. (2017) NawoseIng'ollan et al. (2017) Yusuf-Habeeb et al. (2017) states that leadership has a positive and significant effect on performance, while research conducted by Ilyas (2022) shows that leadership has no significant effect on employee performance.

Organizational culture on employee performance. According to Moorhead & Griffin (2013: 2013) Organizational Culture is a set of values, beliefs, behaviors, habits, and attitudes that help a member of the organization understand the principles that the organization adheres to in doing everything, and what is considered important. The results of the research, in the main study, show that there is a significant positive relationship between culture and employee performance. Research conducted by Aluko (2017), Shahzad et al. (2018) Uddin et al. (2019) Wambugu (2014) states that organizational culture has a positive influence on performance. Research conducted by Ekaanti (2022) has research results that are different from other studies in the relationship between organizational culture on employee performance, the results of the study show that organizational culture has a negative and insignificant effect on employee performance.

Supervision of employee performance. Dale (2011: 224) reveals that supervision does not only look at things carefully and report the results of supervising activities, but also implies repairing and straightening so as to achieve goals that are in accordance with what is desired. Another expert's opinion, supervision is a systematic effort to set implementation standards with planning objectives, design feedback information systems, compare actual activities with predetermined standards, determine and measure deviations and take corrective action needed to ensure that all organizational resources are used in the most effective and efficient way in achieving organizational goals. Research conducted by Nasution (2017), Rulandari (2017), Apenteng (2016) states that supervision has a positive and significant influence on employee performance, the results of these studies are different from the results of research conducted by Gani et al. (2022) in the results of this study it is known that there is a positive but not significant influence oversight on the implementation of employee Performance-Based Budgeting.

Job satisfaction with employee performance. Job satisfaction reflects a person's feelings towards his work. This can be seen in the positive attitude of employees towards work and everything that is encountered in

the work environment. To increase job satisfaction, companies must respond to employee needs, and this once again has indirectly carried out various human resource management activities as previously described. Job satisfaction is often seen as a combination of the various emotions, values, and perceptions that a person has about their tasks related to their job (Barnett, 2017). The results of research conducted by Pagia (2020), the results of the research are remuneration, motivation and job satisfaction affect employee performance at the tax office in Makassar City. Job satisfaction partially has a positive and significant effect on performance. Research by Jahangir et al. (2018) Job satisfaction has been found to have a positive relationship with job performance. Job satisfaction has a positive influence on performance. Research conducted by Inuwa (2016), Javed et al. (2014) Abuhashesh et al. (2019) states that satisfaction has a positive and significant effect on performance, in contrast to the research conducted by Afwindra et al. (2022) research results state that job satisfaction has a positive but not significant effect on employee performance.

It can be said that performance is still not optimal. Another thing that has become an obstacle to optimizing performance is the dissemination of information on new programs and the evaluation of programs that have been implemented which have experienced delays, which have had an impact in the form of obstacles to decision making. The cause of the emergence of this problem is the organization's internal human resources that are not running as they should, not optimally felt by employees so that it has an impact on employee satisfaction and performance.

II. LITERATURE REVIEW

Leadership on job satisfaction

Leadership set by a leader in an organization can create harmonious integration and encourage employee enthusiasm to achieve maximum goals. For that Leaders must be more responsible and wiser. The concept of independent subordinate work, the subordinates want more direction from their superiors. This condition means that the superior's directives essentially provide clarity and reduce uncertainty, as well as being part of the superior's attention to the interests of subordinates. The relationship between leadership and job satisfaction is based on path-goal theory, the influence of leader behavior on employee satisfaction depends on aspects of the situation, including job characteristics and employee characteristics (Yukl, 2020: 201). Job satisfaction and leadership are the most important elements affecting the overall effectiveness of an organization.

Leadership with dimensions of ideal influence (ideal behavior and ideal attributes) reflects the characteristics and behavior of an exemplary leader, inspirational motivation so that a leader is able to set goals and motivate subordinates, Intellectual stimulation helps leaders consider various points of view when solving problems, and individual considerations taking into account the various characteristics of each person, it turns out to have a positive and significant effect on employee job satisfaction (Kishen et al. 2020). The same thing was stated by Pahlawan & Onsardi that leadership is carried out by leaders who can increase morale, provide a sense of security, and are able to improve the quality of work life of their employees, this leadership influences increasing employee job satisfaction (Pahlawan, et al. 2020).

The positive influence of leadership on job satisfaction occurs because of good communication between superiors and subordinates, interactions with superiors and participative involvement of subordinates in decision making affect employee satisfaction. Based on research conducted by Walumbwa et al. (2018) leadership has a significant positive effect on job satisfaction. This research was conducted by comparing the influence of these leadership styles in Kenya and the United States which still produces a significant positive relationship between leadership and job satisfaction. Leaders who can apply proper leadership will be able to satisfy their subordinates so that employees become more active at work so that employee performance can be formed. The above results can be drawn as a common thread to increase job satisfaction through participatory leadership behavior. Research conducted by Muslichah & Asrori (2018), Raimonda & Alonderiene (2016), Saleem (2018) states that leadership has a positive and significant influence on job satisfaction, while research conducted by Makhdoom & Dass (2022) states that leadership has no effect significant to job satisfaction.

H1: There is a positive and significant influence of leadership on the job satisfaction of nurses and midwives.

Organizational culture on job satisfaction

Organizational culture is the basic assumptions and beliefs that are shared by the members of an organization. These assumptions and beliefs concern the group's view of the nature of time and scope, as well as human nature and human relations (Schein, 2018: 109). There are seven main characteristics in organizational culture according to Robbins & Judge (2018: 310) namely innovation, attention to task details, result orientation, people orientation, team orientation, aggressiveness, stability. The seven characteristics of organizational culture take place in a unity from low to high. The higher the characteristics of the organizational culture, the more conducive the organizational culture will be in shaping positive behavior (high performance) for members of the

organization. On the other hand, the weaker the characteristics of organizational culture, the less conducive the organizational culture of these members tends to be.

Robbins & Judge (2018: 315) explains that the founders of the organization can be the main source of organizational culture. The vision and mission of the founders of the organization naturally had a large impact on the initial culture of the organization. This initial culture generally continues to develop until it becomes the shared meaning and control that characterizes the culture of the organization. The process of creating organizational culture occurs in three ways, namely firstly the founders think and feel the strategy they are pursuing, secondly the founders indoctrinate and socialize to their members about how to think and feel a strategy they are third, the behavior of the founders themselves serves as a role model that encourages employees to identify beliefs, values, and assumptions in employees. Based on this process, it appears that organizational culture will have an impact on the behavior or performance of organizational members, because members think and feel the importance of internalizing organizational culture in their behavior to achieve organizational goals.

Organizational culture is a rule that is deliberately created to be obeyed or implemented by each employee and all employees. Organizational culture is also a measurement to see the level of job satisfaction of employees in carrying out and completing the work done. Research by Zhang & Li (2019) provides an understanding that organizational culture has been considered as one of the important core competencies of an organization. Individuals, groups, and organizations as a whole run beneath its culture even though it is almost intangible. This study attempts to describe organizational culture and to explore the relationship between organizational culture and employee satisfaction in the case of Chinese family firms. As a by-product, a quantitative approach is provided to support managerial decisions about cultural change to increase organizational effectiveness. Research conducted by Bhalla et al. (2017), Belias et al. (2014), Ahamed & Mahmood (2018), Alvi, et al. (2014) states that organizational culture has a positive and significant influence on job satisfaction, in contrast to research conducted by Nurlina (2022) which states that organizational culture has a negative and insignificant effect on job satisfaction.

H2: There is a positive and significant influence of organizational culture on nurse and midwife job satisfaction.

Monitoring of job satisfaction

Supervision is carried out with the aim of preventing and correcting abuses that occur, errors, discrepancies, discrepancies, and confusion as well as weaknesses in the implementation of duties and authorities within the organization, so the purpose of supervision is essentially so that what is planned becomes reality. Armstrong (2014: 241) argues that controlling is the process of regulating the various factors in an enterprise according to the requirements of its plans. This opinion states that supervision is the process of regulating various factors within a company, so that implementation is in accordance with the provisions in the plan. Supervision has an important meaning for every company. Supervision is intended so that the results of the implementation of work are obtained in an efficient and effective manner, in accordance with a predetermined plan.

Koontz (2014: 242) argues that control is the measurement and correction of the performance of subordinates to make sure that the enterprise objectives and the plans devised to achieve them are accomplished. This opinion states that supervision is the measurement and correction of satisfaction and performance of subordinates, so that the plans that have been made to achieve company goals can be achieved. Dale (2011: 224) reveals that supervision does not only look at things carefully and report the results of supervising activities, but also implies repairing and straightening to achieve goals that are in accordance with what is desired. Another expert's opinion, supervision is a systematic effort to set implementation standards with planning objectives, design feedback information systems, compare actual activities with predetermined standards, determine and measure deviations and take corrective action needed to ensure that all organizational resources are used in the most effective and efficient way in achieving organizational goals.

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H3: There is a positive and significant influence of supervision on the job satisfaction of nurses and midwives.

Leadership on employee performance

The current leadership is more inclined to a transformational leadership approach, requiring leaders to provide motivation and good examples. The more often transformational leadership behavior is applied, have a significantly positive impact on improving the psychological quality of its subordinates. The role of

transformational leaders who pay attention to individuals, can direct the vision and mission of the organization, provide motivational support, and create new ways of working have proven to play an effective role in the psychological empowerment of their subordinates. Leadership shows that this process involves the ability of individuals to motivate and influence others, while the basic definition of leadership has consistently been used as a basis for evaluating leadership, experts have developed the basics of leadership theory in practice such as nature, behavior, situational, transactional, and transformational (Orabi & Tareq, 2016).

Leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in determining the achievement of goals set by the organization (Arianty et al., 2016). Applying the right pattern of leadership through its role as inspirational motivation which is able to be supported is then disseminated to employees supported by leadership characteristics which include integrity, innovation, management impressions, individual consideration, intellectual stimulation and trust, and employee motivation at work which is dominated by social relations or interpersonal in organizational and physical dimensions, can simultaneously influence employee performance significantly in a positive direction. That is, the better the application of transformational leadership and strong work motivation, the better the achievement of employee performance.

Research conducted by Zehir et al. (2021) depending on the results, there is a significant positive relationship between transformational leadership and employee performance. The research results of Özarallı (2017) transformational leadership contributed to the self-empowerment predictions reported by subordinates and that the more team members experienced team empowerment, the more effective the team. Sparks & Schenk (2017) research results show that transformational leadership does change followers by encouraging them to see a higher purpose in their work. Hancott's research (2018), transformational leadership has a positive influence on employee performance. The results of this empirical study support the theory from Carlaw et al. (2017) transformational leaders can motivate subordinates and enable them to maintain achievements and achieve revolutionary changes. Givens' research (2018), transformational leaders inspire followers to achieve more by concentrating on follower values and helping followers align these values with organizational values. Research conducted by Basit et al. (2017) NawoseIng'ollan et al. (2017) Yusuf-Habeeb et al. (2017) states that leadership has a positive and significant effect on performance, while research conducted by Ilyas (2022) shows that leadership has no significant effect on employee performance.

H4: There is a positive and significant leadership influence on performance.

Organizational culture on employee performance

Basically, humans or employees who are in organizational life try to determine and form something that can accommodate the interests of all parties, so that they can carry out their activities without conflicting with the various attitudes and behaviors of everyone. Considering that organizational culture is an agreement with members in the organization to facilitate the birth of broader agreements for individual interests. The primacy of organizational culture is the controller and direction in shaping the attitudes and behavior of people who are involved in an organizational activity. Organizational culture with employee performance certainly has a very important relationship. Employee performance will get worse if there is no true organizational culture to be implemented and obeyed by each employee. So organizational culture and employee performance are one unit that cannot be separated. Good organizational culture then this will produce a good performance result for employees as well as for the progress of a company or organization. Organizational culture is a rule that is deliberately created to be obeyed or implemented by each employee or all workers involved in an organizational environment or within the company. Organizational culture is also a measurement to see the level of job satisfaction of employees in carrying out and completing the work done. According to Moorhead & Griffin (2013: 2013) Organizational Culture is a set of values, beliefs, behaviors, habits, and attitudes that help a member of the organization understand the principles that the organization adheres to in doing everything, and what is considered important.

The results of the research, in the main study, show that there is a significant positive relationship between culture and employee performance. Research conducted by Aluko (2017), Shahzad et al. (2018) Uddin et al. (2019) Wambugu (2014) states that organizational culture has a positive influence on performance. Research conducted by Ekaanti (2022) has research results that are different from other studies in the relationship between organizational culture and employee performance. The research results show that organizational culture has a negative and insignificant effect on employee performance.

H5: There is a positive and significant influence of organizational culture on performance.

Supervision of employee performance

According to McCormick & Tiffin, (2020: 102) supervision is very important in every job, both in government and private agencies. Because with good supervision, a job will be able to run smoothly and can

produce an optimal work result. The smoother the work and accompanied by good supervision, the work will be successful. Good supervision will encourage employees to be more active at work and produce good work too, especially if they complete their work in good spirits. To improve service performance in the organization, it is necessary to have supervision. Supervision is intended to ensure that the activities carried out by employees run as they should.

Dale (2011: 224) reveals that supervision does not only look at things carefully and report the results of supervising activities, but also implies repairing and straightening to achieve goals that are in accordance with what is desired. Another expert's opinion, supervision is a systematic effort to set implementation standards with planning objectives, design feedback information systems, compare actual activities with predetermined standards, determine and measure deviations and take corrective action needed to ensure that all organizational resources are used in the most effective and efficient way in achieving organizational goals.

Research conducted by Nasution (2017), Rulandari (2017), Apenteng (2016) states that supervision has a positive and significant influence on employee performance, the results of these studies are different from the results of research conducted by Gani et al. (2022) in the results of this study it is known that there is a positive but not significant influence oversight on the implementation of employee Performance-Based Budgeting.

H6: There is a positive and significant influence of supervision on performance.

Job satisfaction on employee performance

Job satisfaction is defined as a pleasant state or positive emotion that results from an appraisal of an employee's job or work experience. Job satisfaction results from employees' perceptions of how well their work provides what is considered important. Five aspects of job satisfaction are measured by the job description index, namely the work itself which is related to responsibility, interest, and growth; quality of supervision related to technical assistance and social support; relations with co-workers related to social harmony and respect; promotion opportunities related to opportunities for further development; and payments related to adequate payments and perceptions of fairness (Luthans, 2020:230).

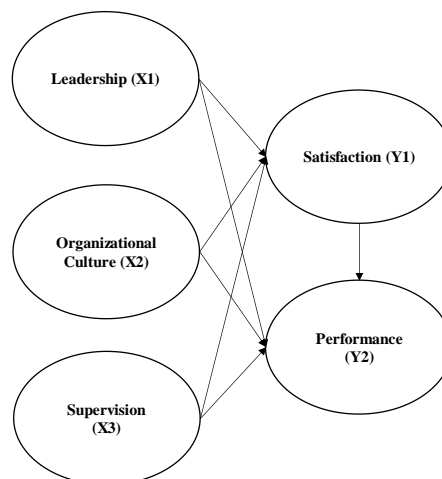
Job satisfaction reflects a person's feelings towards his work. This can be seen in the positive attitude of employees towards work and everything that is encountered in the work environment. To increase job satisfaction, companies must respond to employee needs, and this once again has indirectly carried out various human resource management activities as previously described. Job satisfaction is often seen as a combination of the various emotions, values, and perceptions that a person has about their tasks related to their job (Barnett, 2017).

The results of research conducted by Pagia (2020), the results of the research are remuneration, motivation and job satisfaction affect employee performance at the tax office in Makassar City. Job satisfaction partially has a positive and significant effect on performance. Research by Jahangir et al. (2018) Job satisfaction has been found to have a positive relationship with job performance. Job satisfaction has a positive influence on performance. Research conducted by Inuwa (2016), Javed et al. (2014) Abuhashesh et al. (2019) states that satisfaction has a positive and significant effect on performance, in contrast to the research conducted by Afwindra et al. (2022) research results state that job satisfaction has a positive but not significant effect on employee performance.

H7: There is a positive and significant effect of job satisfaction on performance.

Based on the formulation of hypotheses, the research model proposed by the authors is as shown in Figure 1.

Figure 1: Conceptual Framework



Source: Result of author's analysis, 2023

III. RESEARCH METHODOLOGY

The data in this study were obtained through a questionnaire in this study. In this study, all nurses and midwives at the AM Parikesit Tenggarong Hospital involved as many as 409 nurses and 67 midwives. Sampling used in research is purposive sampling. Hair et al. (2014: 102) the minimum sample size is at least five times the number of question items to be analyzed, in this study there are 25 question items, so the required sample size is a minimum of $25 \times 5 = 125$ samples. Based on the explanation regarding sampling in this study, the number of samples in this study were 125 respondents where the respondents were nurses and midwives at Tenggarong AM Parikesit Hospital. Based on the results of proportional random stratification sampling calculations, the number of nurses and midwives at AM Parikesit Tenggarong Hospital who became a sample was 125 nurses and midwives, with the number according to each portion of the number of nurses as many as 107 nurses and the number of midwives as many as 18 midwives as respondents in this study. Based on the recapitulation of the respondents' answers / based on the number of questionnaires returned in this study there were 27 questionnaires that did not fit / did not meet the requirements to be used as data in the study because the respondents did not fill out the questionnaire correctly, there were respondents who answered two answer choices in the same question and there were respondents Going through a number of questions, respondents who experienced errors in filling out the questionnaire were respondents in the nurse category, so that what could be analyzed in this study were 80 nurses and 18 midwives with a total of 98 as respondents. Data analysis used by the author is the Structural Equation Model (SEM). Hypothesis testing is done by multivariate analysis which is run through the SmartPLS program.

IV. RESULT AND DISCUSSION

Data Analysis

The first-stage model evaluation focuses on the measurement model. Examination of the PLS-SEM estimation for the measurement model allows the researcher to evaluate the reliability and validity of the constructs. Multivariate measurement involves using multiple variables to measure a concept indirectly. Evaluation of the measurement model includes tests of internal consistency reliability, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods that can be used to measure reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide a lower estimated value so that PLS-SEM is recommended to use composite reliability. Indicator reliability on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs is a comparison to the value of the outer loading indicator associated with a construct where the required loading indicator value must be more than the cross-loading value.

Table 1: Evaluation of Measurement Model

Variables	Indicators	Loadings	Composite Reliability	AVE	Cross Loading
Leadership (X1)	X1_1	0,586	0,796	0,646	Yes
	X1_2	0,540			
	X1_3	0,756			
	X1_4	0,685			
	X1_5	0,629			
Organizational Culture (X2)	X2_1	0,731	0,779	0,665	Yes
	X2_2	0,546			
	X2_3	0,657			
	X2_4	0,602			
	X2_5	0,747			
Supervision (X3)	X3_1	0,715	0,838	0,713	Yes
	X3_2	0,740			
	X3_3	0,756			
	X3_4	0,691			
	X3_5	0,661			
Employee Satisfaction (Y1)	Y1_1	0,658	0,842	0,718	Yes
	Y1_2	0,738			
	Y1_3	0,741			
	Y1_4	0,738			
	Y1_5	0,712			
Employee Performance (Y2)	Y2_1	0,740	0,809	0,680	Yes
	Y2_2	0,740			
	Y2_3	0,735			
	Y2_4	0,623			
	Y2_5	0,540			

Source: Calculated using SmartPLS, 2023

Hypothesis Test

After ensuring that the measurement model of the construct is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study is carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after resampling or bootstrapping 5,000 times. The statistical test used is the t test with a confidence level of 95% or a significance level of 5%. The hypothesis is accepted if the t value is more than the t-table value for the two-tailed test, namely 1,96. The results of bootstrapping procedure are shown in Table 2.

Based on Table 2, the results of hypothesis testing can be interpreted as follows:

1. Leadership has a significant positive effect on job satisfaction of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that each increase in leadership has been able to increase the job satisfaction of nurses and midwives with a significant or real increase. This is evidenced by a coefficient value of 0.356 (positive) and a t-statistic of $4.187 > 1.96$ and a p-value of $0.000 < 0.05$ (significant).
2. Organizational culture has no significant positive effect on job satisfaction of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that any increase in organizational culture will increase the job satisfaction of nurses and midwives with insignificant or insignificant increases. This is evidenced by a coefficient value of 0.088 (positive) and a t-statistic of $0.854 < 1.96$ and a p-value of $0.393 > 0.05$ (not significant).
3. Supervision has a positive and significant effect on the job satisfaction of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that every increase in supervision will increase the job satisfaction of nurses and midwives with a significant or real increase. This is evidenced by a coefficient value of 0.475 (positive) and a t-statistic of $5.958 > 1.96$ and a p-value of $0.000 < 0.05$ (significant).
4. Leadership has no significant negative effect on the performance of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that any increase in leadership has not been able to improve the performance of nurses and midwives with insignificant or insignificant increases. This is evidenced by the coefficient value of -0.047 (negative) and the t-statistic of $0.406 < 1.96$ and the p-value of $0.685 > 0.05$ (not significant).
5. Organizational culture has a significant positive effect on the performance of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that every increase in organizational culture has been able to improve the performance of nurses and midwives with significant or real increases. This is evidenced by a coefficient value of 0.276 (positive) and a t-statistic of $2.113 > 1.96$ and a p-value of $0.035 < 0.05$ (significant).
6. Supervision has a significant positive effect on the performance of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that every increase in supervision has been able to improve the performance of nurses and midwives with significant or real increases. This is evidenced by a coefficient value of 0.287 (positive) and a t-statistic of $2.197 > 1.96$ and a p-value of $0.028 < 0.05$ (significant).
7. Job satisfaction has no significant positive effect on the performance of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that any increase in job satisfaction has been able to improve the performance of nurses and midwives with insignificant or insignificant increases. This is evidenced by a coefficient value of 0.266 (positive) and a t-statistic of $1.837 < 1.96$ and a p-value of $0.067 > 0.05$ (not significant).
8. Leadership has no significant positive effect on the performance of nurses and midwives through the job satisfaction of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that each increase in leadership has been able to improve the performance of nurses and midwives through job satisfaction with no significant or insignificant increase. Based on the results of this study job satisfaction has been able to become a mediating variable because it has a positive coefficient value. This is evidenced by a coefficient value of 0.080 (positive) and a t-statistic of $1.505 < 1.96$ and a p-value of $0.133 > 0.05$ (not significant).
9. Organizational culture has no significant positive effect on the performance of nurses and midwives through the job satisfaction of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that any increase in organizational culture will improve the performance of nurses and midwives through job satisfaction with insignificant or insignificant increases. Based on the results of this study job satisfaction can be a mediating variable because it has a positive coefficient value. This is evidenced by a coefficient value of 0.020 (positive) and a t-statistic of $0.733 < 1.96$ and a p-value of $0.464 > 0.05$ (not significant).

10. Supervision has no significant positive effect on the performance of nurses and midwives through the job satisfaction of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that every increase in supervision will improve the performance of nurses and midwives through job satisfaction with no significant or insignificant increase. Based on the results of this study it can be seen that job satisfaction can be a mediating variable because it has a positive coefficient value. This is evidenced by the coefficient value of 0.107 (positive) and the t-statistic of 1.752 <1.96 and the p-value of 0.080 > 0.05 (not significant).

Table 2.
Bootstrapping Results

<i>Dirrect Effect</i>				
The Value of Influence Between Variables	Original Sample	T Statistics	P Values	Information
Leadership towards job satisfaction	0,356	4,187	0,000	Significant positives
Organizational culture towards job satisfaction	0,088	0,854	0,393	Insignificant positives
Supervision of job satisfaction	0,475	5,958	0,000	Significant positives
Leadership of the performance of nurses and midwives	-0,047	0,406	0,685	Insignificant negative
Organizational culture towards the performance of nurses and midwives	0,276	2,113	0,035	Significant positives
Supervision of the performance of nurses and midwives	0,287	2,197	0,028	Significant positives
Job satisfaction with the performance of nurses and midwives	0,266	1,837	0,067	Insignificant positives
<i>Indirrect Effect</i>				
The Value of Influence Between Variables	Original Sample	T Statistics	P Values	Information
Leadership of nurse and midwife performance through job satisfaction	0,080	1,505	0,133	Positive is not significant (job satisfaction is capable of being a mediating variable)
Organizational culture towards the performance of nurses and midwives through job satisfaction of nurses and midwives	0,020	0,733	0,464	Positive is not significant (job satisfaction is capable of being a mediating variable)
Supervision of the performance of nurses and midwives through job satisfaction	0,107	1,752	0,080	Significant positive (job satisfaction can be a mediating variable)

Source: Calculated using SmartPLS, 2023

Discussion

Leadership has a significant positive effect on the job satisfaction of nurses and midwives at Perikesit Tenggarong Hospital. The results of this study mean that each increase in leadership has been able to increase the job satisfaction of nurses and midwives with a significant or real increase.

Leadership set by a leader in an organization can create harmonious integration and encourage employee enthusiasm to achieve maximum goals. For that Leaders must be more responsible and wiser. The concept of independent subordinate work, the subordinates want more direction from their superiors. This condition means that the superior's directives essentially provide clarity and reduce uncertainty, as well as being part of the superior's attention to the interests of subordinates. The relationship between leadership and job satisfaction is based on path-goal theory, the influence of leader behavior on employee satisfaction depends on aspects of the situation, including job characteristics and employee characteristics (Yukl, 2020: 201). Job satisfaction and leadership are the most important elements affecting the overall effectiveness of an organization.

Leadership with dimensions of ideal influence (ideal behavior and ideal attributes) reflects the characteristics and behavior of an exemplary leader, inspirational motivation so that a leader is able to set goals and motivate subordinates, Intellectual stimulation helps leaders consider various points of view when solving problems, and individual considerations taking into account the various characteristics of each person, it turns out to have a positive and significant effect on employee job satisfaction (Kishen et al. 2020). The same thing was stated by Pahlawan & Onsardi that leadership is carried out by leaders who can increase morale, provide a sense

of security, and are able to improve the quality of work life of their employees, this leadership influences increasing employee job satisfaction (Pahlawan, et al. 2020).

The positive influence of leadership on job satisfaction occurs because of good communication between superiors and subordinates, interactions with superiors and participative involvement of subordinates in decision making affect employee satisfaction. Based on research conducted by Walumbwa et al. (2018) leadership has a significant positive effect on job satisfaction, this research was conducted by comparing the influence of these leadership styles in Kenya and the United States which still produces a significant positive relationship between leadership and job satisfaction. Leaders who can apply proper leadership will be able to satisfy their subordinates so that employees become more active at work so that employee performance can be formed. The above results can be drawn as a common thread to increase job satisfaction through participatory leadership behavior. Research conducted by Muslichah & Asrori (2018), Raimonda & Alonderiene (2016), Saleem (2018) states that leadership has a positive and significant influence on job satisfaction, while research conducted by Makhdoom & Dass (2022) states that leadership has no effect significant to job satisfaction.

Organizational culture has no significant positive effect on job satisfaction of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that any increase in organizational culture will increase the job satisfaction of nurses and midwives with insignificant or insignificant increases.

Organizational culture is the basic assumptions and beliefs that are shared by the members of an organization. These assumptions and beliefs concern the group's view of the nature of time and scope, as well as human nature and human relations (Schein, 2018: 109). There are seven main characteristics in organizational culture according to Robbins & Judge (2018: 310) namely innovation, attention to task details, result orientation, people orientation, team orientation, aggressiveness, stability. The seven characteristics of organizational culture take place in a unity from low to high. The higher the characteristics of the organizational culture, the more conducive the organizational culture will be in shaping positive behavior (high performance) for members of the organization. Conversely, the weaker the characteristics of organizational culture.

Robbins & Judge (2018: 315) explains that the founders of the organization can be the main source of organizational culture. The vision and mission of the founders of the organization naturally had a large impact on the initial culture of the organization. This initial culture generally continues to develop until it becomes the shared meaning and control that characterizes the culture of the organization. The process of creating organizational culture occurs in three ways, namely firstly the founders think and feel the strategy they are pursuing, secondly the founders indoctrinate and socialize to their members about how to think and feel a strategy they are third, the behavior of the founders themselves serves as a role model that encourages employees to identify beliefs, values, and assumptions in employees. Based on this process, it appears that organizational culture will have an impact on the behavior or performance of organizational members, because members think and feel the importance of internalizing organizational culture in their behavior to achieve organizational goals.

Organizational culture is a rule that is deliberately created to be obeyed or implemented by each employee and all employees. Organizational culture is also a measurement to see the level of job satisfaction of employees in carrying out and completing the work done. Research by Zhang & Li (2019) provides an understanding that organizational culture has been considered as one of the important core competencies of an organization. Individuals, groups, and organizations as a whole run beneath its culture even though it is almost intangible. This study attempts to describe organizational culture and to explore the relationship between organizational culture and employee satisfaction in the case of Chinese family firms. As a by-product, a quantitative approach is provided to support managerial decisions about cultural change to increase organizational effectiveness. Research conducted by Bhalla et al. (2017), Belias et al. 2014), Ahamed & Mahmood (2018), Alvi, et al. (2014) states that organizational culture has a positive and significant influence on job satisfaction, in contrast to research conducted by Nurlina (2022) which states that organizational culture has a negative and insignificant effect on job satisfaction.

Supervision has a positive and significant effect on the job satisfaction of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that every increase in supervision will increase the job satisfaction of nurses and midwives with a significant or real increase.

Supervision is carried out with the aim of preventing and correcting abuses that occur, errors, discrepancies, discrepancies, and confusion as well as weaknesses in the implementation of duties and authorities within the organization, so the purpose of supervision is essentially so that what is planned becomes reality. Armstrong (2014: 241) argues that controlling is the process of regulating the various factors in an enterprise according to the requirements of its plans. This opinion states that supervision is the process of regulating various factors within a company, so that implementation is in accordance with the provisions in the plan. Supervision has an important meaning for every company. Supervision is intended so that the results of the implementation of work are obtained in an efficient and effective manner, in accordance with a predetermined plan.

Koontz (2014: 242) argues that control is the measurement and correction of the performance of subordinates to make sure that the enterprise objectives and the plans devised to achieve them are accomplished.

This opinion states that supervision is the measurement and correction of satisfaction and performance of subordinates, so that the plans that have been made to achieve company goals can be achieved. Dale (2011: 224) reveals that supervision does not only look at things carefully and report the results of supervising activities, but also implies repairing and straightening to achieve goals that are in accordance with what is desired. Another expert's opinion, supervision is a systematic effort to set implementation standards with planning objectives, design feedback information systems, compare actual activities with predetermined standards, determine and measure deviations and take corrective action needed to ensure that all organizational resources are used in the most effective and efficient way in achieving organizational goals.

Supervision aims to ensure that the implementation of the work is in accordance with the instructions that have been given and to find out the weaknesses and difficulties encountered in implementing the plan. Research conducted by Melinda et al. (2022), Laimeheriwa (2022), Nasution & Khair (2022), Silalahi (2022), Qureshi et al. (2017) states that supervision has a positive and significant influence on job satisfaction, in contrast to the research conducted by Napitupulu (2022) which states that partial supervision has no effect and is not significant on job satisfaction.

Leadership has no significant negative effect on the performance of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that any increase in leadership has not been able to improve the performance of nurses and midwives with insignificant or insignificant increases.

The current leadership is more inclined to a transformational leadership approach, requiring leaders to provide good motivation and examples. The more often transformational leadership behavior is applied, have a significantly positive impact on improving the psychological quality of its subordinates. The role of transformational leaders who pay attention to individuals, can direct the vision and mission of the organization, provide motivational support, and create new ways of working have proven to play an effective role in the psychological empowerment of their subordinates. Leadership shows that this process involves the ability of individuals to motivate and influence others, while the basic definition of leadership has consistently been used as a basis for evaluating leadership, experts have developed the basics of leadership theory in practice such as nature, behavior, situational, transactional, and transformational (Orabi & Tareq, 2016).

Leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in determining the achievement of goals set by the organization (Arianty et al., 2016). Applying the right pattern of leadership through its role as inspirational motivation which is able to be supported is then disseminated to employees supported by leadership characteristics which include integrity, innovation, management impressions, individual consideration, intellectual stimulation and trust, and employee motivation at work which is dominated by social relations or interpersonal in organizational and physical dimensions, can simultaneously influence employee performance significantly in a positive direction. That is, the better the application of transformational leadership and strong work motivation, the better the achievement of employee performance.

Research conducted by Zehir et al. (2021) depending on the results, there is a significant positive relationship between transformational leadership and employee performance. The research results of Özarallı (2017) transformational leadership contributed to the self-empowerment predictions reported by subordinates and that the more team members experienced team empowerment, the more effective the team. Sparks & Schenk (2017) research results show that transformational leadership does change followers by encouraging them to see a higher purpose in their work. Hancott's research (2018), transformational leadership has a positive influence on employee performance. The results of this empirical study support the theory from Carlaw et al. (2017) transformational leaders can motivate subordinates and enable them to maintain achievements and achieve revolutionary changes. Givens' research (2018), transformational leaders inspire followers to achieve more by concentrating on follower values and helping followers align these values with organizational values. Research conducted by Basit et al. (2017) NawoseIng'ollan et al. (2017) Yusuf-Habeeb et al. (2017) states that leadership has a positive and significant effect on performance, while research conducted by Ilyas (2022) shows that leadership has no significant effect on employee performance.

Organizational culture has a significant positive effect on the performance of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that every increase in organizational culture has been able to improve the performance of nurses and midwives with significant or real increases.

Basically, humans or employees who are in organizational life try to determine and form something that can accommodate the interests of all parties, so that they can carry out their activities without conflicting with the various attitudes and behaviors of everyone. Considering that organizational culture is an agreement with members in the organization to facilitate the birth of broader agreements for individual interests. The primacy of organizational culture is the controller and direction in shaping the attitudes and behavior of people who are involved in an organizational activity. Organizational culture with employee performance certainly has a very important relationship. Employee performance will get worse if there is no true organizational culture to be

implemented and obeyed by each employee. So organizational culture and employee performance are one unit that cannot be separated. Good organizational culture then this will produce a good performance result for employees as well as for the progress of a company or organization. Organizational culture is a rule that is deliberately created to be obeyed or implemented by each employee or all workers involved in an organizational environment or within the company. Organizational culture is also a measurement to see the level of job satisfaction of employees in carrying out and completing the work done. According to Moorhead & Griffin (2013: 2013) Organizational Culture is a set of values, beliefs, behaviors, habits, and attitudes that help a member of the organization understand the principles that the organization adheres to in doing everything, and what is considered important.

The results of the research, in the main study, show that there is a significant positive relationship between culture and employee performance. Research conducted by Aluko (2017), Shahzad et al. (2018) Uddin et al. (2019) Wambugu (2014) states that organizational culture has a positive influence on performance. Research conducted by Ekaanti (2022) has research results that are different from other studies in the relationship between organizational culture and employee performance. The results of the study show that organizational culture has an insignificant negative effect on employee performance.

Supervision has a significant positive effect on the performance of nurses and midwives at Perikesit Tenggarong Hospital. The results of this study mean that every increase in supervision has been able to improve the performance of nurses and midwives with significant or real increases.

According to McCormick & Tiffin, (2020: 102) supervision is very important in every job, both in government and private hospitals. Because with good supervision, a job will be able to run smoothly and can produce an optimal work result. The smoother the work and accompanied by good supervision, the work will be successful. Good supervision will encourage employees to be more active at work and produce good work too, especially if they complete their work in good spirits. To improve service performance in the organization, it is necessary to have supervision. Supervision is intended to ensure that the activities carried out by employees run as they should.

Dale (2011: 224) reveals that supervision does not only look at things carefully and report the results of supervising activities, but also implies repairing and straightening to achieve goals that are in accordance with what is desired. Another expert's opinion, supervision is a systematic effort to set implementation standards with planning objectives, design feedback information systems, compare actual activities with predetermined standards, determine and measure deviations and take corrective action needed to ensure that all organizational resources are used in the most effective and efficient way in achieving organizational goals.

Research conducted by Nasution (2017), Rulandari (2017), Apenteng (2016) states that supervision has a positive and significant influence on employee performance, the results of these studies are different from the results of research conducted by Gani et al. (2022) in the results of this study it is known that there is a positive but not significant influence oversight on the implementation of employee Performance-Based Budgeting.

Job satisfaction has no significant positive effect on the performance of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that any increase in job satisfaction has been able to improve the performance of nurses and midwives with insignificant or insignificant increases.

Job satisfaction is defined as a pleasant state or positive emotion that results from an appraisal of an employee's job or work experience. Job satisfaction results from employees' perceptions of how well their work provides what is considered important. Five aspects of job satisfaction are measured by the job description index, namely the work itself which is related to responsibility, interest, and growth; quality of supervision related to technical assistance and social support; relations with co-workers related to social harmony and respect; promotion opportunities related to opportunities for further development; and payments related to adequate payments and perceptions of fairness (Luthans, 2020:230).

Job satisfaction reflects a person's feelings towards his work. This can be seen in the positive attitude of employees towards work and everything that is encountered in the work environment. To increase job satisfaction, companies must respond to employee needs, and this once again has indirectly carried out various human resource management activities as previously described. Job satisfaction is often seen as a combination of the various emotions, values, and perceptions that a person has about their tasks related to their job (Barnett, 2017).

The results of research conducted by Pagia (2020), the results of the research are remuneration, motivation and job satisfaction affect employee performance at the tax office in Makassar City. Job satisfaction partially has a positive and significant effect on performance. Research by Jahangir et al. (2018) Job satisfaction has been found to have a positive relationship with job performance. Job satisfaction has a positive influence on performance. Research conducted by Inuwa (2016), Javed et al. (2014) Abuhashesh et al. (2019) states that satisfaction has a positive and significant effect on performance, in contrast to the research conducted by Afwindra et al. (2022) research results state that job satisfaction has a positive but not significant effect on employee performance.

Leadership has no significant positive effect on the performance of nurses and midwives through the job satisfaction of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that each increase in leadership has been able to improve the performance of nurses and midwives through job satisfaction with no significant or insignificant increase. Based on the results of this study job satisfaction has been able to become a mediating variable because it has a positive coefficient value.

Leadership set by a leader in an organization can create harmonious integration and encourage employee enthusiasm to achieve maximum goals. For that Leaders must be more responsible and wiser. The concept of independent subordinate work, the subordinates want more direction from their superiors. This condition means that the superior's directives essentially provide clarity and reduce uncertainty, as well as being part of the superior's attention to the interests of subordinates. The relationship between leadership and job satisfaction is based on path-goal theory, the influence of leader behavior on employee satisfaction depends on aspects of the situation, including job characteristics and employee characteristics (Yukl, 2020:201). Job satisfaction and leadership are the most important elements affecting the overall effectiveness of an organization.

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Robbins & Judge (2018: 315) explains that the founders of the organization can be the main source of organizational culture. The vision and mission of the founders of the organization naturally had a large impact on the initial culture of the organization. This initial culture generally continues to develop until it becomes the shared meaning and control that characterizes the culture of the organization. The process of creating organizational culture occurs in three ways, namely firstly the founders think and feel the strategy they are pursuing, secondly the founders indoctrinate and socialize to their members about how to think and feel a strategy they are third, the behavior of the founders themselves serves as a role model that encourages employees to identify beliefs, values, and assumptions in employees. Based on this process, it appears that organizational culture will have an impact on the behavior or performance of organizational members, because members think and feel the importance of internalizing organizational culture in their behavior to achieve organizational goals.

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Job satisfaction reflects a person's feelings towards his work. This can be seen in the positive attitude of employees towards work and everything that is encountered in the work environment. To increase job satisfaction, companies must respond to employee needs, and this once again has indirectly carried out various human resource management activities as previously described. Job satisfaction is often seen as a combination of the various emotions, values, and perceptions that a person has about their tasks related to their job (Barnett, 2017).

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Supervision has no significant positive effect on the performance of nurses and midwives through the job satisfaction of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that every increase in supervision will improve the performance of nurses and midwives through job satisfaction with no significant or insignificant increase. Based on the results of this study job satisfaction can be a mediating variable because it has a positive coefficient value.

Supervision is carried out with the aim of preventing and correcting abuses that occur, errors, discrepancies, discrepancies, and confusion as well as weaknesses in the implementation of duties and authorities within the organization, so the purpose of supervision is essentially so that what is planned becomes reality. Armstrong (2014: 241) argues that controlling is the process of regulating the various factors in an enterprise according to the requirements of its plans. This opinion states that supervision is the process of regulating various factors within a company, so that implementation is in accordance with the provisions in the plan. Supervision

has an important meaning for every company. Supervision is intended so that the results of the implementation of work are obtained in an efficient and effective manner, in accordance with a predetermined plan.

Koontz (2014: 242) argues that control is the measurement and correction of the performance of subordinates to make sure that the enterprise objectives and the plans devised to achieve them are accomplished. This opinion states that supervision is the measurement and correction of satisfaction and performance of subordinates, so that the plans that have been made to achieve company goals can be achieved. Dale (2011: 224) reveals that supervision does not only look at things carefully and report the results of supervising activities, but also implies repairing and straightening to achieve goals that are in accordance with what is desired. Another expert's opinion, supervision is a systematic effort to set implementation standards with planning objectives, design feedback information systems, compare actual activities with predetermined standards, determine and measure deviations and take corrective action needed to ensure that all organizational resources are used in the most effective and efficient way in achieving organizational goals.

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V. CONCLUSION, LIMITATION AND FUTURE RESEARCH

Based on the results of the analysis and discussion, it can be concluded as follows: Leadership has a significant positive effect on job satisfaction of nurses and midwives at Perikesit Tenggarong Hospital. The results of this study mean that each increase in leadership has been able to increase the job satisfaction of nurses and midwives with a significant or real increase. Organizational culture has no significant positive effect on job satisfaction of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that any increase in organizational culture will increase the job satisfaction of nurses and midwives with insignificant or insignificant increases. Supervision has a positive and significant effect on the job satisfaction of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that every increase in supervision will increase the job satisfaction of nurses and midwives with a significant or real increase. Leadership has no significant negative effect on the performance of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that any increase in leadership has not been able to improve the performance of nurses and midwives with insignificant or insignificant increases. Organizational culture has a significant positive effect on the performance of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that every increase in organizational culture has been able to improve the performance of nurses and midwives with significant or real increases. Supervision has a significant positive effect on the performance of nurses and midwives at Perikesit Tenggarong Hospital. The results of this study mean that every increase in supervision has been able to improve the performance of nurses and midwives with significant or real increases. Job satisfaction has no significant positive effect on the performance of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that any increase in job satisfaction has been able to improve the performance of

nurses and midwives with insignificant or insignificant increases. Leadership has no significant positive effect on the performance of nurses and midwives through the job satisfaction of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that each increase in leadership has been able to improve the performance of nurses and midwives through job satisfaction with no significant or insignificant increase. Based on the results of this study job satisfaction has been able to become a mediating variable because it has a positive coefficient value. Organizational culture has no significant positive effect on the performance of nurses and midwives through the job satisfaction of nurses and midwives at Perikesit Tenggarong Hospital. The results of this study mean that any increase in organizational culture will improve the performance of nurses and midwives through job satisfaction with insignificant or insignificant increases. Based on the results of this study job satisfaction can be a mediating variable because it has a positive coefficient value. Supervision has no significant positive effect on the performance of nurses and midwives through the job satisfaction of nurses and midwives at Tenggarong Perikesit Hospital. The results of this study mean that every increase in supervision will improve the performance of nurses and midwives through job satisfaction with no significant or insignificant increase. Based on the results of this study job satisfaction can be a mediating variable because it has a positive coefficient value.

Based on the conclusions above, the suggestions in this study are as follows: From the results of the research, leaders should continue to maintain the leadership's ability to carry out their duties effectively. that has been determined, the leadership should provide direct direction regarding the problems faced, such as providing solutions based on work results that have been achieved previously and discussing openly with nurses and midwives regarding the constraints faced by using the experience that the leadership has gained. A comprehensive evaluation is needed regarding the problems encountered related to time management. Nurses and midwives should be given measurable work targets without any dispensations or concessions for various reasons, so that nurses and midwives at Perikesit Tenggarong Hospital must be sure that nurses and midwives are able to work hard in carrying out their work. duties and responsibilities. The application that can be done by nurses and midwives directly is that nurses and midwives should work harder to learn new things related to the problems they are facing and not hesitate to ask their superiors or co-workers who understand the problems they are facing, as well as nurses and midwives. Midwives can apply the knowledge or training that has been obtained. Hospitals should give nurses and midwives autonomy in the form of freedom for nurses and midwives to make decisions in work and be responsible for planning and implementing work, should solve these problems by completing work with measurable time estimates and include realistic targets so that nurses and midwives are able focus on getting the job done. This can be solved by making a checklist for each activity both individually and as a team checklist so that work achievement can be measured optimally. Based on the results of the study it can be seen that job satisfaction, leadership, organizational culture, supervision have an influence on the performance of nurses and midwives, Perikesit Tenggarong Hospital together with nurses and midwives should be able to foster a sense of belonging to the hospital in the form of adhering to the values implemented by the hospital so as to improve the performance of nurses and midwives at Perikesit Tenggarong Hospital even better. Based on the observations of researchers in the field, there is still a lack of tolerance to remind each other of each work carried out by the leadership for nurses and midwives or fellow nurses and midwives as the responsibility of nurses and midwives. work that is not completed according to the provisions, therefore supervision is needed by the leadership by delegating supervisory duties to parties who are able to carry out supervision so that the performance of nurses and midwives increases followed by an increase in job satisfaction provided by Perikesit Tenggarong Hospital to nurses and midwives.

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