

The Influence of Leadership Style and Organizational Work Culture on the Performance of Employees of Pucang Sewu Surabaya Health Center

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ABSTRACT

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This study aims to analyze the influence of leadership style and organizational work culture on employee performance at the Pucang Sewu Public Health Center in Surabaya, Indonesia. As frontline providers of public health services, the performance of community health center employees is crucial to ensuring quality healthcare delivery. A quantitative approach was employed, utilizing multiple linear regression to assess survey data collected from 50 respondents. The findings indicate that both leadership style and organizational work culture have significant positive effects on employee performance, with organizational culture showing a more dominant influence. The coefficient of determination (R^2) was 0.916, suggesting that 91.6% of the variation in employee performance can be explained by the two independent variables. These results underscore the critical role of effective leadership and a strong organizational culture in enhancing the productivity and quality of health personnel. The study contributes to the existing literature on human resource management in public health institutions and offers practical insights for managerial strategies to improve service performance at the community level.

INTRODUCTION

Human Resources (HR) is a vital element in the success of the organization because it is the main implementer of various policies and operational activities. Without quality and high-performing human resources, other resources such as capital and technology cannot provide optimal results. Douglas (2000) stated that the achievement of organizational goals is highly dependent on employee performance. In line with that, HR management aims to influence employee attitudes, behaviors, and performance in order to make maximum contributions.

The Pucang Sewu Health Center, as the Technical Implementation Unit of the Surabaya City Health Office, has two main strategic roles: individual health services (UKP) and community empowerment through Public Health Enterprises (SMEs). UKP includes curative, rehabilitative, promotive, and

preventive services, while SMEs focus on environmental health programs, empowerment of posyandu, health cadre training, and nutrition programs. All of these activities are supported by an integrated application system with the Health Office, the Ministry of Health, and the Surabaya City Government for service effectiveness.

However, the findings of the preliminary study show that the Pucang Sewu Health Center experienced serious obstacles in the managerial aspect, especially in the implementation of the Management Review Meeting (RTM) which showed low achievement, only reaching a score of 3.33 out of 10 targets. RTM activities that are not routine reflect the weak leadership style in the supervision and evaluation function. This has a direct impact on decreasing motivation, work discipline, and low employee productivity.

Furthermore, working conditions at health centers show an organizational culture that is not optimal, as seen from the number of employees who hold more than one main task and function (tupoksi), low discipline, and poor work ethic. Leadership style determines the formation of organizational culture, which ultimately affects employee performance. According to Harahap (2017) and Schein (in Mukmin & Prasetyo, 2021), leaders are shaped and shaped by organizational culture. A strong and performance-supporting culture can only be created through effective, communicative, and participatory leadership.

Based on these conditions, this study focuses on the influence of leadership style and work culture on the performance of employees of the Pucang Sewu Surabaya Health Center. This research is important because improving employee performance directly has implications for the quality of health services provided to the community, considering that health centers are the forefront of health services.

LITERATURE REVIEW

Leadership Style

The understanding of work culture is closely related to the concept of organizational culture, which is basically a value system that reflects the ideals of the organization, both inside and outside. These values are embodied in the vision, mission, and goals, which ideally form the cultural characteristics of any organization, including the company culture that encompasses the work culture.

From the perspective of Human Resource Management, Osborn and Plastrik (2002) define work culture as a pattern of behavior, feelings, and deep thinking that is shared by all members of the organization. Triguno (2004) develops this definition by stating that work culture is a philosophy based on the outlook on life and values inherent in a group or organization, which further influences habits and encourages attitudes, behaviors, beliefs, and actions in the work environment. Meanwhile, Hadari Nawawi (2003) sees work culture as a collection of habits that are routinely carried out by employees, which although there is not always a formal punishment, are ethically believed to be an important condition for achieving organizational goals.

Furthermore, work culture is a work pattern that is carried out in daily activities based on meaningful

values, so that it can be a source of inspiration and motivation in providing optimal service to the community. Sulaksono (2012) added that work culture reflects the attitude and behavior of employees in carrying out their duties. Given the differences in functions and work processes in each job, the values applied can also vary. These values shape individual behavior, which in turn influences the way they work. Therefore, work culture is understood as a continuous process that has no end point.

Organizational Culture

Organizational culture plays a vital role in shaping the identity, behavior, and overall performance of a company. A strong and cohesive culture can guide decision-making processes, influence employee behavior, and promote a sense of belonging among members. According to Edison et al. (2018), organizational culture is the result of a unification process of individual behaviors and values that evolve into new norms and philosophies, which generate group energy and pride in achieving shared goals. Similarly, Fahmi (2016) describes organizational culture as a long-standing habit implemented in workplace activities, functioning as a motivational driver that enhances the performance of both employees and managers.

In addition, Mas'ud (as cited in Mukmin & Prasetyo, 2021) defines organizational culture as a system of shared meanings, values, and beliefs within an organization that serves as a behavioral guide and a distinguishing factor between organizations. Busro (2018) further emphasizes that organizational culture reflects a shared perception among members regarding the value system of the organization, which influences their attitudes, decisions, and working behavior.

Based on these perspectives, it can be concluded that organizational culture is a collective value system formed through shared experiences and beliefs that influence how individuals within the organization think, act, and interact. It not only defines the internal character and identity of an organization but also serves as a behavioral compass that drives unity, consistency, and performance across all levels of the organization.

Employee Performance

Employee performance is a fundamental aspect that determines the extent to which individuals contribute to achieving organizational goals. It reflects how effectively and efficiently an employee carries

out their tasks in accordance with established roles, standards, and expectations. According to Asriandi, Umar Gani, & Hasbi (2018), employee performance encompasses the concept of responsibility, where an employee is expected to be accountable for the output they produce. This performance also indicates the individual's level of discipline and commitment, covering the entire work process from planning to implementation and evaluation.

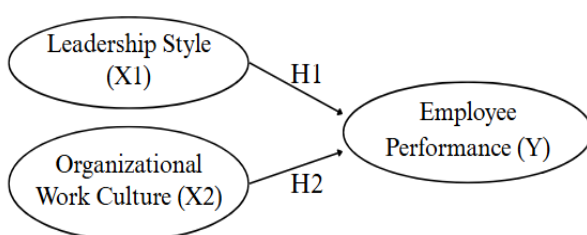
Furthermore, employee performance is closely linked to measurable indicators. As stated in Surabaya Mayor Regulation No. 30 of 2024, performance indicators are variables that evaluate conditions or changes over time and serve as quantitative or qualitative benchmarks. At institutions like the Pucang Sewu Health Center, for example, employee performance is assessed through the quality of health services provided, which must meet both the standards of professional ethics and the satisfaction levels of patients.

In addition to its functional aspect, performance also includes self-development. According to Ramadani & Putri (2023), employee performance plays a role in identifying strengths and areas for improvement through ongoing evaluation. This process supports personal growth and helps employees enhance their performance over time. Moreover, appreciation and recognition of employee contributions further define performance, as organizations often use evaluations to reward employees, thereby fostering a culture of motivation and productivity.

Based on these definitions and insights, employee performance can be understood as a measure of how well an employee achieves predetermined targets by utilizing available resources optimally and within a specific timeframe. It is not only a reflection of individual accountability and effectiveness, but also an essential metric for organizational success, development, and future career advancement.

Framework

Figure 1. Research framework



Information;

X = Independent Variables, namely Leadership Style, and Organizational Work Culture

Y = Dependent Variables, namely Employee Performance

METHOD

Research Design

This study employs a quantitative research method with a multiple linear regression approach to analyze the influence of leadership style and organizational work culture on employee performance. The research design is causal and conclusive in nature, aiming to examine the cause-and-effect relationship between the independent variables (Leadership Style and Work Culture) and the dependent variable (Employee Performance) at Puskesmas Pucang Sewu Surabaya.

Population and Sample

The population in this study includes all employees of Puskesmas Pucang Sewu, Surabaya, consisting of both healthcare and administrative personnel. This study uses a saturated sampling technique (total sampling), considering the population size is relatively small and can be completely studied. The total sample size consists of 50 active employees.

Data Collection Method

Primary data was collected using closed-ended questionnaires distributed directly to the respondents. The questionnaire utilized a Likert scale to measure respondents' perceptions of leadership style, organizational culture, and employee performance. In addition, secondary data were obtained from relevant literature, previous research, and internal documentation from the health center. The research instrument underwent validity testing using Pearson correlation and reliability testing using Cronbach's Alpha.

Data Analysis Method

The collected data was analyzed using multiple linear regression with the help of statistical software, SPSS version 30. Before conducting the hypothesis test, a classical assumption test was carried out which included multicollinearity, heteroscedasticity, normality, and linearity tests to ensure the feasibility of the regression model. The hypothesis test was carried out using the t-test (partial) at a significance

level of 5 percent ($\alpha = 0.05$). This analysis is used to determine the influence of Leadership Style (X1) and Organizational Work Culture (X2) on Employee Performance (Y).

RESULT

Validity Test

The validity test is carried out to ascertain whether the questionnaire has the ability to accurately measure the variables under study. To assess validity, researchers used the SPSS (Statistical Product and Service Solutions) 30 program for Windows. The results of testing the validity of indicators for each independent variable and the dependent variable are presented in the table above.

Table 1. Validity Test Result

Variable	Correlations			Description
	Indicator	r Calculated	r Table	
Leadership Style	X1.1.1	0.753	0.279	Valid
	X1.1.2	0.493	0.279	Valid
	X1.1.3	0.756	0.279	Valid
	X1.1.4	0.863	0.279	Valid
	X1.2.1	0.661	0.279	Valid
	X1.2.2	0.706	0.279	Valid
	X1.2.3	0.821	0.279	Valid
	X1.2.4	0.808	0.279	Valid
	X1.3.1	0.412	0.279	Valid
	X1.3.2	0.623	0.279	Valid
	X1.3.3	0.684	0.279	Valid
	X1.3.4	0.748	0.279	Valid
	X1.4.1	0.717	0.279	Valid
	X1.4.2	0.665	0.279	Valid
	X1.4.3	0.786	0.279	Valid
	X1.4.4	0.648	0.279	Valid
Organizational Culture	X2.1.1	0.530	0.279	Valid
	X2.1.2	0.706	0.279	Valid
	X2.1.3	0.406	0.279	Valid
	X2.2.1	0.671	0.279	Valid
	X2.2.2	0.753	0.279	Valid
	X2.2.3	0.493	0.279	Valid
	X2.3.1	0.756	0.279	Valid
	X2.3.2	0.863	0.279	Valid
	X2.4.1	0.661	0.279	Valid
	X2.4.2	0.706	0.279	Valid
Employee Performance	X2.5.1	0.821	0.279	Valid
	X2.5.2	0.808	0.279	Valid
	Y1.1.1	0.412	0.279	Valid
	Y1.1.2	0.623	0.279	Valid
	Y1.1.3	0.684	0.279	Valid
	Y1.2.1	0.748	0.279	Valid
	Y1.2.2	0.717	0.279	Valid
	Y1.2.3	0.665	0.279	Valid
	Y1.3.1	0.786	0.279	Valid
	Y1.3.2	0.648	0.279	Valid
	Y1.4.1	0.530	0.279	Valid

Variable	Correlations			Description
	Indicator	r Calculated	r Table	
	Y1.4.2	0.706	0.279	Valid
	Y1.5.1	0.406	0.279	Valid
	Y1.5.2	0.671	0.279	Valid

Based on the results of the validity test, it can be observed that the calculated r-values for all indicators exceed the r-table value of 0.279, indicating that each item is statistically valid. This finding aligns with Sugiyono (2017), who states that an instrument is considered valid if the correlation coefficient of each item is greater than the critical value in the r-table at a specified significance level. Therefore, all questionnaire items used to measure the variables of Leadership Style, Organizational Culture, and Employee Performance are deemed appropriate for accurately capturing the constructs being assessed. Each indicator demonstrates a significant correlation with the total score of its respective variable, confirming the instrument's effectiveness in reflecting the theoretical dimensions under investigation.

Reliability Test Results

The reliability test aims to ensure that the measuring instrument used in the study is accurate and consistent. The SPSS 30 program was used to conduct this test. The test results are presented as follows:

Table 2. Reliability Test Results

Variable	Alpha Value (r calculated)	Cronbach's Alpha	Description
Leadership Style	0.7	0.925	Reliable
Organizational Culture	0.7	0.885	Reliable
Employee Performance	0.7	0.885	Reliable

The table above shows that the variables Leadership Style (X1), Organizational Culture (X2), and Employee Performance (Y) are considered reliable, as each variable yields a Cronbach's Alpha coefficient greater than 0.7. According to Nunnally and Bernstein (1994), a reliability coefficient (Cronbach's Alpha) above 0.7 is generally acceptable for social science research, indicating a high level of internal consistency among the items within each construct. Thus, the measurement instruments used in this study are confirmed to be reliable for further analysis.

Normality Test Result

The normality test aims to determine whether the residual value is normally distributed or not. In this study, the Kolmogorov-Smirnov statistical test was used to assess whether the data followed a normal distribution. Data is considered normally distributed if the significance value is more than 0.05.

Table 3. Normality Test Result

One-Sample Kolmogorov-Smirnov Test		
		Unstandar- dized Residual
N		50
Normal Parameters^{a,b}	Mean	.0000000
	Std. Deviation	1.09642588
Most Extreme Differences	Absolute	.109
	Positive	.071
	Negative	-.109
Test Statistic		.109
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

The table above shows a data distribution significance value of 0.200. Since this value is greater than 0.05, it can be concluded that the normality test results indicate the data is normally distributed.

Multicollinearity Test Result

The multicollinearity test is used to determine whether there is a correlation between the independent variables in the regression model. To identify the presence of multicollinearity, the Tolerance and Variance Inflation Factor (VIF) values are examined. Multicollinearity is considered not to occur if the Tolerance value is greater than 0.10 and the VIF value is less than 10.

Table 4. Multicollinearity Test Result

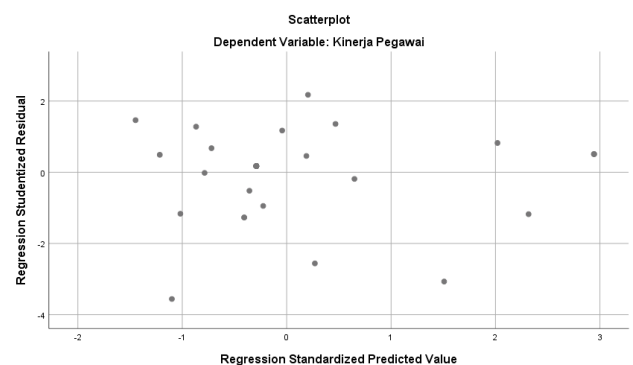
Variable	Tolerance	VIF	Description
Leadership Style	0.130	7.720	Multicollinearity does not occur
Organizational Culture	0.130	7.720	Multicollinearity does not occur

Based on the multicollinearity test results, the tolerance values for all independent variables were above 0.10, and the Variance Inflation Factor (VIF) values were below 10. Specifically, the Leadership Style variable (X1) had a tolerance value of 0.130 and a VIF of 7.720; the Organizational Culture variable (X2) also had a tolerance value of 0.130 and a VIF of 7.720. These values indicate that no multicollinearity symptoms were detected among the independent variables in the regression model used in this study.

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is a variance inequality of residuals in the regression model. A good regression model should not exhibit heteroscedasticity. One of the methods used to detect heteroscedasticity is by analyzing the scatterplot between the standardized residuals and the predicted values.

Figure 2. Heteroscedasticity Result



In the scatterplot, the data points are randomly and evenly distributed above and below the value of 0 on the Y-axis. This distribution indicates that no heteroscedasticity is present in the regression model used for hypothesis testing.

Autocorrelation Test

The autocorrelation test in this study aimed to identify whether any correlation exists among the residuals in the linear regression model. A good regression model should not exhibit autocorrelation. The decision regarding the presence of autocorrelation was made using the Durbin-Watson statistic.

Table 5. Autocorrelation Test Result

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.957 ^a	.916	.912	1.11951	2.181
a. Predictors: (Constant), Leadership Style, Organizational Culture					
b. Dependent Variable: Employee Performance					

The autocorrelation test in this study aimed to identify whether any correlation exists among the residuals in the linear regression model. A good regression model should not exhibit autocorrelation. The decision regarding the presence of autocorrelation was made using the Durbin-Watson statistic.

The result showed an R value of 0.957 and an R Square value of 0.916. This means that 91.6 percent of the variation in *Employee Performance* can be explained by the independent variables, which are *Leadership Style* and *Organizational Culture*. The remaining 8.4 percent is influenced by other factors not included in this model. The Adjusted R Square value of 0.912 confirms the model's strong explanatory power after adjusting for the number of predictors.

The Durbin-Watson value is 2.181, which falls within the acceptable range of 1.5 to 2.5. This indicates that there is no significant autocorrelation in the residuals. Therefore, it can be concluded that the regression model is statistically sound, and the assumption of independence among residuals is satisfied.

Analysis of Multiple Linear Regression

Multiple linear regression analysis is required in research that has two or more independent variables. Multiple linear regression analysis is used to show how much influence the increase and decrease in the value of the dependent variable has on two or more independent variables. Researchers used the SPSS 30 program, with the following results:

Table 6. Multiple Linear Regression Test Result

Coefficients^a				
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

	B	Std. Error	Beta		
1	(Constant)	1.086	2.163	.502	.000
	Leadership Style	.238	.091	.307	2.608 .002
	Organizational Culture	.657	.116	.664	5.640 .000

a. Dependent Variable: Employee Performance

Based on the regression equation, the constant value was found to be 1.086, meaning that if the variables Leadership Style (X1) and Organizational Culture (X2) are held constant, the predicted value of Employee Performance (Y) would be 1.086. The regression coefficient for Leadership Style (X1) was 0.238, indicating that a one-unit increase in this variable would increase employee performance by 0.238. Meanwhile, the Organizational Culture variable (X2) had a coefficient of 0.657, meaning that a one-unit increase in this variable would increase employee performance by 0.657.

Both variables show significant effects, as indicated by their respective significance values: 0.002 for Leadership Style and 0.000 for Organizational Culture, both of which are below the 0.05 threshold. This confirms that both independent variables have a significant positive effect on the dependent variable.

Coefficient of Determination (R²)

The coefficient of determination serves to assess the feasibility of an analysis equation in further proof and measures the extent to which the independent variable is able to explain the dependent variable. The following is the coefficient of determination that has been determined:

Table 7. Coefficient of Determination Test Result

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.957 ^a	.916	.912	1.11951	2.181

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

b. Dependent Variable: Employee Performance

Based on the results, the coefficient of determination (R²) is 0.916, indicating that the variables Leadership Style (X1) and Organizational

Culture (X2) collectively influence Employee Performance (Y) by 91.6 percent. Meanwhile, the remaining 8.4 percent is influenced by other factors not included in this study. This suggests that while the analyzed variables significantly contribute to explaining employee performance, there are still other external factors that play a minor but relevant role.

T-test

The T-test is used to determine whether each independent variable has a significant partial effect on the dependent variable. The results of the T-test are as follows:

Table 8. T Test Result

		Coefficients ^a		t	Sig.
Model		Unstandardized Coefficients	Standardized Coefficients		
		B	Std. Error		
1	(Constant)	1.086	2.163	.502	.000
	Leadership Style	.238	.091	.307	.002
	Organizational Culture	.657	.116	.664	.000

a. Dependent Variable: Employee Performance

Based on the results in the Coefficients table, the partial hypothesis test shows that the Leadership Style variable (X1) has a significant positive effect on Employee Performance (Y), with a significance value of $0.002 < 0.05$ and a t-count of $2.608 > 2.000$, thus H1 is accepted. Similarly, the Organizational Culture variable (X2) has a significance value of $0.000 < 0.05$ and a t-count of $5.640 > 2.000$, indicating that H2 is also accepted, meaning Organizational Culture has a significant positive effect on Employee Performance. Therefore, it can be concluded that both Leadership Style and Organizational Culture significantly influence Employee Performance (Y).

DISCUSSION

The influence of leadership style on the performance of employees of the Pucang Sewu Health Center, Surabaya City

Leadership style is one of the important factors in organizational management that can determine the effectiveness of teamwork and the achievement of organizational goals. This study aims to analyze the extent to which leadership style affects employee

performance at the Pucang Sewu Health Center, Surabaya City. Based on the results of data analysis obtained through questionnaires, it was found that the leadership style applied by the leaders of the health center includes clear communication aspects, concern for employee welfare, motivation, and efforts to build team cohesion.

The results of the *t-test* showed that the leadership style had significant value. This means that the leadership style partially has a significant effect on employee performance. The value of the regression coefficient also shows that improving leadership style will also improve employee performance. Although the contribution is not as large as the work culture, these results still show the real and positive influence of leadership style on employee work performance.

These findings provide important implications for the management of health centers. A leader who is able to build good communication, provide moral support, and create a harmonious work atmosphere will encourage employees to work more optimally. A participatory and open leadership style also creates a sense of confidence and employee involvement in the work process, which ultimately improves the quality and productivity of work. Therefore, an effective leadership style is one of the important keys in efforts to improve employee performance in a sustainable manner.

The results of this study are in line with various previous studies that stated that leadership style has a significant effect on employee performance. For example, studies by Mukmin and Prasetyo (2021) and Hargyatni et al. (2022) show that transformational leadership and participatory leadership are able to increase employee loyalty and performance. In the context of the Pucang Sewu Health Center, the leadership style applied seems to have reflected these characteristics, thus contributing positively to improving employee performance.

The researcher obtained the results of the analysis that leadership style has a significant and positive effect on the performance of employees at the Pucang Sewu Health Center, Surabaya City. This indicates that good leadership quality is an important factor in achieving optimal employee performance. Therefore, it is recommended that the management continue to develop the leadership skills of unit heads and puskesmas heads through training, mentoring, and periodic evaluations, in order to create a conducive and productive work environment for all employees.

The explanatory description states that an effective leadership style includes: clear communication, moral support, motivation, and the ability to build teamwork play an important role in increasing employee responsibility, productivity, and professionalism in carrying out health service tasks. These findings reinforce that the role of leaders is crucial in creating a conducive work environment and supporting the achievement of optimal performance. Therefore, it can be concluded that the hypothesis of leadership style has an effect on the performance of employees of the Pucang Sewu health center in Surabaya City.

The reason for the acceptance of Hypothesis 1 was also strengthened by the findings of the relationship between leadership styles that affect the performance of employees of the Pucang Sewu Health Center, Surabaya City with the results of the respondents' characteristics table showing that the majority of employees are women (78%) and are in the productive age range of 31-40 years (42%) and have a D3 educational background (44%). This characteristic reflects the profile of an employee who is relatively emotionally stable, open to direction, and in an active career phase in contributing to the organization. In this context it is in line with the findings Mustomi & Reptiningsih, (2020) With a leadership style that is communicative, supportive, and able to provide motivation, it has an important role in shaping employee morale and loyalty. The combination of the characteristics of employees who tend to be responsive to a positive leadership approach and the leadership style applied by the leadership is the main factor that explains why the leadership style significantly affects the performance of employees at the Pucang Sewu health center, Surabaya City.

The influence of work organization culture can affect the performance of employees of the Pucang Sewu Health Center in Surabaya City

Work organizational culture is a set of values, norms, beliefs, and habits that are embraced and applied by all members of the organization in carrying out work activities. At the Pucang Sewu Health Center, Surabaya City, work culture is an important foundation in shaping employees' work behavior and influencing the way they complete tasks and interact with colleagues and the community. This research was conducted to find out the extent to which organizational work culture influences employee

performance, especially in the context of public services in the health sector.

Based on the results of *the t-test*, it was found that the work culture variable showed a very significant influence on employee performance because it was below the threshold of 0.05. The value of the regression coefficient (B) also indicates that an increase in one unit in the work culture will improve employee performance. This value is higher than the leadership style coefficient, so it can be concluded that work culture has a stronger influence on improving employee performance.

Analysis of work culture indicators shows that elements such as team orientation, positive personality, self-awareness, and consistency in completing tasks are the main elements that shape the work culture at Pucang Sewu Health Center. A strong work culture gives rise to a high level of professionalism, responsibility, and initiative among employees, which ultimately has a direct impact on the quality, quantity, and effectiveness of their performance. This shows that the existence of a healthy work culture not only creates a conducive work environment, but also spurs employees to achieve optimal performance targets.

The results of this study are in line with various management theories and previous research that states that a strong organizational culture can strengthen employee work ethic and commitment. Studies by Asriandi et al. (2018) and Mardiana et al. (2023) also show that organizational culture has a significant positive influence on employee loyalty and performance, especially in public service agencies. At Pucang Sewu Health Center, a work culture that supports collaboration, individual responsibility, and efficiency is the main driving factor for achieving high employee performance.

Overall, it can be concluded that the work culture of the organization has a significant and dominant influence on the performance of employees of the Pucang Sewu Health Center in Surabaya City. A good work culture shapes the character of responsible, professional, and productive employees. Therefore, it is highly recommended for the leaders of the health center to continue to strengthen the work culture through internalizing organizational values, work culture training, and a reward system that supports positive work behavior. With an increasingly strong

work culture, it is hoped that the quality of health services to the community will continue to improve.

The description of the analysis states that the involvement of organizational cultural values such as discipline, responsibility, integrity, teamwork, and orientation to performance has been embedded and implemented well by employees. So that the organizational culture creates productive and professional work behavior. A positive work culture encourages employees to work more consistently, efficiently, and be able to adapt to the demands of health services, which ultimately contributes directly to the achievement of optimal performance. Therefore, it can be concluded that the hypothesis of organizational culture affects the performance of employees of the Pucang Sewu Health Center, Surabaya City.

The reason for the acceptance of Hypothesis 2 is supported by the findings that the relationship between organizational culture affects the performance of employees of the Pucang Sewu Health Center, Surabaya City and the results of the respondent characteristics table. The researchers found data showing that most employees have worked for more than five years (62% consisting of 26% who work 5–10 years and 36% more than 10 years), and the majority are health workers (72%). This characteristic reflects that employees have enough work experience and a good understanding of the organization's values, rules, and work ethic. With this background, employees tend to be internalized in the work culture of the health center which emphasizes discipline, teamwork, professionalism, and responsibility for health services. This explains why organizational culture has a significant effect on employee performance, because strong and consistently embedded work culture values are able to form productive work behavior and have a direct impact on achieving optimal performance. (Ali et al., 2022; Tatminingsih et al., 2020)

CONCLUSION

Based on the results of the data analysis, the researcher can draw the conclusion that:

1. Leadership style has a significant effect on the performance of employees of the Pucang Sewu Health Center, Surabaya City. This is supported by research findings that the majority of employees are of productive age and have a high school

education background that is responsive to communicative and supportive leadership.

2. Organizational work culture has been proven to contribute significantly more to improving employee performance. This can be seen from most employees who have a long working period and deep experience of the values of work culture.

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