



The Influence of Transformational Leadership, Health Worker Competence, and Organizational Culture on Health Worker Performance Through Job Satisfaction in All Community Health Centers in Tegal City

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ABSTRACT

This study investigates the strategic determinants of healthcare professional performance across all Community Health Centers (Puskesmas) in Tegal City. Specifically, it examines the direct and indirect effects of transformational leadership, health worker competence, and organizational culture on employee performance, with job satisfaction serving as the primary mediating mechanism. Motivated by critical public health performance deficits—namely a severely low obesity screening coverage (9.55%) and suboptimal hypertension treatment compliance (45%)—this research adopts an associative quantitative approach. Data were collected via a saturated sampling census of 200 Civil Servant (ASN) healthcare professionals across eight functional health centers. Structural Equation Modeling via Partial Least Squares (PLS-SEM) was executed utilizing SmartPLS 3.0. The empirical results reveal that health worker competence and organizational culture exert a direct, positive, and statistically significant effect on performance. Conversely, transformational leadership does not directly drive performance; rather, its influence is fully mediated through job satisfaction. Furthermore, job satisfaction acts as a robust, statistically significant mediating bridge for all three independent constructs. Mechanistically, while technical expertise and a supportive cultural ecosystem act as immediate drivers of clinical performance, transformational leadership functions as a critical psychological catalyst that fosters the job satisfaction necessary to sustain long-term public service quality and achieve national minimum health standards.

INTRODUCTION

Development in the health sector is a crucial foundation for improving the human development index and the overall quality of life of the community. Community Health Centers (Puskesmas), as the primary healthcare service facilities, have full responsibility for implementing promotive and preventive public health initiatives. Success in achieving health targets is heavily influenced by the performance of the state civil servants (ASN) in the health sector, who are at the forefront of public service. However, the situation on the ground demonstrates a significant gap between public expectations for fast, accurate, and professional services and the actual clinical performance of healthcare workers (Kurniawan & Budiyo, 2022).

Quality healthcare services can only be achieved if the quantity and quality of human resources in the healthcare sector are adequate. The physical presence of healthcare workers is only the first step; the true effectiveness of services is determined by how these competencies are applied in real-world work. Based on data obtained from the Tegal City Health Office in 2025, the achievement of Minimum Service Standards (SPM) in the Non-Communicable Diseases (NCD) sector shows significant performance issues.

Table 1. Tegal City's NCD Screening Achievements Against the 2025 National Target

Screening Indicators	Total Participants	Program Target	Achievements (%)	Information
Diabetes Mellitus	146.234	100%	96,77%	Approaching Target
Hypertension	161.849	70%	83,46%	On Target
Obesity (BMI)	88.988	100%	9,55%	Not Yet Achieved

Source: Tegal City Health Office (Data processed, 2025)

The data presented shows a conflicting situation. While screening for diabetes and high blood pressure has nearly reached the established target, achievement in obesity screening (Body Mass Index) is very low, reaching only 9.55%. Furthermore, the medication adherence rate for hypertension sufferers in Tegal City has only reached 45%. These figures provide strong evidence of problems in the overall performance of healthcare workers. This phenomenon suggests that internal factors within the organization significantly hinder the effectiveness of healthcare workers in the field.

To identify the root of these performance issues, this study combined transformational leadership style, competency, and organizational culture as predictor variables. Transformational leadership style is considered important because Community Health Center leaders have a responsibility to inspire, motivate, and encourage creative thinking so that healthcare workers are able to perform beyond established standards (Mulyati & Hendra, 2020). Furthermore, healthcare worker competency – which includes knowledge, clinical skills, and work attitudes – is a key operational asset. The lack of regular training amidst the

rapid changes in medical technology often leads to the loss of this competency (Simamora, 2019). Furthermore, a strong organizational culture serves as a foundation of values that shape discipline, professional ethics, and a collaborative atmosphere in community health centers (Wahyuni et al., 2025).

Meanwhile, job satisfaction serves as a connecting element, acting as a mediating variable in linking all predictor variables to performance. When healthcare workers feel valued, supported by fair leadership, and have a comfortable work environment, they develop an emotional attachment (affective commitment) that drives improved performance (Rizal & Sudarman, 2024; Dewantoro et al., 2025).

The research gap in this study arises from contradictory findings in previous literature. Research conducted by Wahyuni et al. (2025) at the Limba Community Health Center in Gorontalo City showed that leadership did not have a significant direct influence on employee work effectiveness. This indicates an empirical inconsistency, as leadership style does not always directly improve clinical performance without intervening variables such as job satisfaction. This underlies the importance of including job satisfaction as a mediating variable. Through an integrative approach, this study aims to test and clarify the structural mechanisms in improving the performance of health ASN in all Tegal City Community Health Centers.

LITERATURE REVIEW

This research is based on a theoretical framework that integrates the Theory of Planned Behavior (TPB) and Job Characteristics Theory. The Theory of Planned Behavior explains that individual actions (in this context, clinical performance) are influenced by their intentions, which are influenced by attitudes toward those actions, subjective norms (organizational culture), and perceptions of behavioral control (self-efficacy). On the other hand, the Job Characteristics Theory proposed by Hackman and Oldham argues that job characteristics (including feedback from transformational leaders and cultural fit) will produce important psychological conditions such as job satisfaction, which ultimately drives high internal performance.

Hypothesis Relationship Between Variables and Formulation

Transformational leadership encourages followers to prioritize the organization's vision over personal interests. Transformational leaders provide personalized attention and intellectual encouragement, which in theory can motivate healthcare workers to improve service quality (Mulyati & Hendra, 2020). Based on the flow of thought illustrated in Figure 1, the following hypothesis is formulated:

H₁. Transformational leadership has a positive impact on healthcare worker performance.

High competence provides healthcare workers with confidence and technical accuracy when implementing medical Standard Operating Procedures (SOPs). In accordance with the principle of the capability-based perspective, an individual's internal capabilities are directly proportional to their work results (Simamora, 2019). Therefore, we propose:

- H₂. Healthcare worker competence has a positive impact on healthcare worker performance.
Organizational culture functions as an informal social control system that aligns employee perspectives and actions. A culture focused on public service will strengthen healthcare workers' commitment to achieving the goals of the SPM program (Wahyuni et al., 2025). Based on the structural framework, the following hypotheses are formulated:
- H₃. Organizational culture has a positive influence on healthcare worker performance.
Supportive and inspiring transformational leadership directly fulfills employees' psychological needs for self-actualization and esteem in the workplace, thereby increasing their job satisfaction (Rizal & Sudarman, 2024). This is shown in the relationship path in Figure 1:
- H₄. Transformational leadership has a positive influence on job satisfaction.
Healthcare workers who feel competent typically enjoy their work due to fewer technical obstacles and a high success rate of medical procedures, which directly impacts their job satisfaction (Imran et al., 2022). Therefore, the following hypothesis is proposed:
- H₅. Healthcare worker competence has a positive effect on job satisfaction.
A healthy and collaborative organizational culture creates a low-stress and socially supportive work environment, which is a key factor in employee job satisfaction (Dewantoro et al., 2025). Based on the relationship diagram, formulate:
- H₆. Organizational culture has a positive impact on job satisfaction.
High job satisfaction supports the emergence of intrinsic motivation. Satisfied employees tend to allocate more time and energy to achieving organizational success (Rizal & Sudarman, 2024). Therefore, the following hypothesis is proposed:
- H₇. Job satisfaction has a positive impact on healthcare worker performance.
Job satisfaction can be viewed as a psychological intervention mechanism. Transformational leaders do not directly influence the technical aspects of performance, but rather first create a positive emotional state (satisfaction) in employees, which then improves their work performance (Wahyuni et al., 2025). Therefore, the following mediation hypothesis is formulated:
- H₈. Job satisfaction mediates the effect of transformational leadership on healthcare worker performance across all Tegal City Community Health Centers.
- H₉. The satisfaction of employees in their jobs acts as a middle factor in how the skills of healthcare workers impact their performance at all Community Health Centers in Tegal City.
- H₁₀. Employee satisfaction can serve as a bridge between Organizational Culture and the effectiveness of Health Workers in every Community Health Center located in Tegal City.

METHODOLOGY

This study employed a quantitative design with a causal associative approach to test and assess the cause-and-effect relationships between the variables studied. The focus population was all Civil Servants (ASN) with Civil Servant (PNS) status at the Tegal City Health Office, spread across eight functional community health centers (Puskesmas), totaling 200 individuals. The sampling method used was census or saturation sampling, where all 200 respondents were selected as the study sample. This step was taken to ensure the data obtained were truly representative and to minimize sampling error.

Primary data collection was carried out through the distribution of a structured questionnaire, combining physical (printed questionnaire) and digital (online questionnaire) methods. The measurement scale used was a Likert scale of 1–5 (Strongly Disagree to Strongly Agree). Before the questionnaire was widely distributed, a pilot test was conducted on 30 respondents not included in the sample to ensure the validity and reliability of the data collection tool.

Data analysis was conducted using a variance-based Structural Equation Modeling approach using the Partial Least Squares (PLS-SEM) method with the assistance of SmartPLS 3.0 software. The analysis procedure was carried out in two main stages according to the recommendations of Hair et al. (2017):

1. Evaluation of the Outer Model (Measurement Model): Testing convergent validity with outer loading parameters (limit value >0.70) and Average Variance Extracted (AVE >0.50), and checking internal reliability through Cronbach's Alpha and Composite Reliability (>0.70).
2. Evaluation of the Inner Model (Structural Model): Analyzing the predictive power of the model through the R^2 value, checking predictive relevance using the Q^2 value with a blindfolding procedure, and testing the significance of the relationship between variables (hypothesis testing) with the bootstrapping method while paying attention to the t-statistics value (limit value 1.96 for two-way testing) and p-value (<0.05 at a significance level of 5%).

RESULTS AND DISCUSSION

Measurement Model Evaluation (Outer Model)

Based on the results of the initial instrument trial ($n=30$), all questions were declared valid because they had a value of $r_{hitung} > r_{tabel}$ (0.361) and were reliable because the Cronbach's Alpha value for all variables was above the threshold of 0.70. After the model was executed using the entire sample ($n=200$), the outer model evaluation showed the following results:

1. Convergent Validity: The external loading values for all indicators in the Transformational Leadership (X1), Competence (X2), Organizational Culture (X3), Job Satisfaction (Z), and Performance (Y) variables are always above 0.70, with the lowest value being 0.853 (in the KTK04 indicator) and the highest reaching 0.922 (in KI01). Furthermore, all Average Variance Extracted (AVE) values of the five latent variables are above the minimum standard of 0.50, ranging from 0.753 to 0.850. This finding indicates that the variable construct can explain more than 50% of the variation in its indicators.

2. **Construct Reliability:** Composite Reliability testing provides excellent results, where the values of all variables far exceed the minimum limit of 0.70 (ranging from 0.823 to 0.936). This indicates a very high level of internal consistency in the measuring instrument.

Structural Model Evaluation (Inner Model)

The assessment of the coefficient of determination (R²) value reveals a very strong predictive power for the model. The R² value for the Job Satisfaction variable (Z) was found to be 0.908. This signifies that 90.8% of the variations in healthcare workers' job satisfaction are simultaneously influenced by transformational leadership, competence, and organizational culture. Meanwhile, the R² value for the Performance variable (Y) was recorded as 0.897. This indicates that 89.7% of the variance in the performance of healthcare workers in Tegal City is successfully accounted for by the structural model developed in this study.

To gauge predictive relevance, the calculation of the Q² (predictive relevance) value yielded a figure of 0.916. This value, which is close to 1, confirms that the model possesses a very good level of fit (strong goodness of fit) and demonstrates a highly relevant exogenous predictive capability concerning the empirical data from the field.

Hypothesis Testing and Substantial Discussion

The bootstrapping method was applied to test the ten proposed hypotheses. A summary of the path parameter estimates (path coefficients), statistical values, and hypothesis decision results is presented systematically in the table below:

Table 8. Hypothesis Test Results (Statistical and Structural Path Outputs)

No.	Information	Original sample (OS)	tstatistics (O/STDEV)	p-value	Decision Result
1	Transformational Leadership on Health Worker Performance	0,063	1,154	0,249	No effect
2	Competence of Health Workers on Health Worker Performance	0,363	5,559	0,000	Positive Influence
3	Organizational Culture on Health Worker Performance	0,210	3,000	0,003	Positive Influence
4	Kepemimpinan Transformasional terhadap Kepuasan Kerja	0,180	4,025	0,000	Positive Influence

5	Transformational Leadership on Job Satisfaction	0,457	8,525	0,000	Berpengaruh Positif
6	Organizational Culture on Job Satisfaction	0,352	6,847	0,000	Positive Influence
7	Job Satisfaction with Health Worker Performance	0,342	4,553	0,000	Positive Influence
8	Transformational Leadership on Health Worker Performance through Customer Satisfaction as a Mediator	0,062	2,970	0,003	Positive Influence
9	Competence of Health Workers on Health Worker Performance through Customer Satisfaction as a Mediator	0,156	3,810	0,000	Mediating
10	Organizational Culture on Health Worker Performance through Customer Satisfaction as a Mediator	0,120	4,059	0,000	Mediating

Source: Processed primary data, 2026

1. Testing the Idea of How Transformational Leadership Affects the Performance of Health Workers.

According to the results from the test, the initial sample value was 0.063, accompanied by a t-statistic of 1.154, which is less than 1.96, and a p-value of 0.249, which is greater than 0.05. This suggests that Transformational Leadership does not significantly impact Healthcare Worker Performance, leading to the rejection of hypothesis H1. This implies that simply having a particular leadership style does not ensure enhancement in clinical performance without the presence of other motivating elements.

Even when lacking support from leaders, healthcare professionals feel a strong moral duty to save lives. As a result, changes in leadership style within the workplace do not instantly affect their basic service standards because their responsibilities lie with patients and their moral beliefs, rather than solely with their leaders.

Because leadership does not exert a direct influence, it is recommended that management concentrate on enhancing the physical work setting and ensuring the availability of medical supplies to aid healthcare workers, who are already highly motivated by their principles. This conclusion supports the idea that in highly professional environments like hospitals, the impact of leadership is frequently replaced by individual skills and adherence to a professional ethical framework (Kerr & Jermier, 1978). The practical implication is that healthcare workers are already equipped with the expertise required for their essential duties. Thus, even if there is a change in leadership at the community health center, they will still perform their roles effectively according to the established standard operating procedures (SOPs). This is further evidenced by the observation that healthcare professionals demonstrate strong self-leadership due to the critical demands of ensuring patient safety.

2. Testing the Hypothesis Regarding the Impact of Health Worker Skills on Their Performance.

The initial sample value was recorded as 0.363, with a t-statistic of 5.559, which exceeds 1.96, and a p-value of 0.000, falling below 0.05. This indicates that Competence has a strong and positive impact on Performance, thereby supporting H2. As medical technical skills increase, the level of service given also rises.

Skilled healthcare workers have a comprehensive grasp of standardized operating procedures (SOPs). A greater level of competence in an individual decreases their chances of making mistakes. With fewer errors occurring, the effectiveness of performance measures (such as patient safety, the accuracy of diagnoses, and the success of treatments) naturally enhances.

3. Testing the Hypothesis about Organizational Culture and the Performance of Healthcare Workers.

The initial sample value was 0.210, accompanied by a t-statistic of 3.000 (>1.96) and a p-value of 0.003 (<0.05). This suggests that Organizational Culture positively and significantly influences performance, leading to the acceptance of H3. A nurturing work atmosphere motivates employees to excel according to industry standards.

In high-risk medical environments, a nurturing culture promotes staff to be more transparent about the healthcare difficulties they encounter. This transparency enhances team collaboration. With a strong team, procedural mistakes can be avoided collectively, which ultimately boosts the overall quality of service performance.

4. Testing the Hypothesis of Transformational Leadership's Impact on Job Satisfaction.

The first sample value was noted as 0.180, with a t-statistic of 4.025 (which exceeds 1.96) and a p-value of 0.000 (which is under 0.05). This indicates that Transformational Leadership significantly affects Job Satisfaction, confirming H4. Motivating leaders can boost employee spirit and individual happiness.

When a leader of a health facility or a ward supervisor focuses on the professional growth of nurses (for instance, by offering training or addressing individual issues), employees will feel appreciated as individuals. This feeling of recognition is an essential element of job satisfaction that exceeds simple

compensation.

5. Testing the Hypothesis of Healthcare Worker Skills Affecting Job Satisfaction.

The findings revealed an initial sample value of 0.457 along with a t-statistic of 8.525 (greater than 1.96) and a p-value of 0.000 (less than 0.05). This suggests that skills positively and significantly influence job satisfaction, leading to the acceptance of H5. A strong belief in one's skills helps healthcare workers feel content and fulfilled in their roles.

Lack of technical skills creates significant distress for healthcare professionals. A nurse who struggles with catheter placement or a physician who is unsure of medication doses will frequently feel anxious. In contrast, a high level of competence instills confidence. When the pressure caused by the fear of errors is lessened, healthcare workers can engage in their duties with greater ease, forming the basis for job satisfaction.

6. Evaluating the Impact of Organizational Culture on Job Satisfaction.

An initial sample value of 0.352 was recorded, with a t-statistic of 6.847 (greater than 1.96) and a p-value of 0.000 (less than 0.05). This suggests that Organizational Culture positively and significantly influences Job Satisfaction, leading to the acceptance of H6. A positive work environment is a key factor in employee wellbeing within the Community Health Center setting.

In a nurturing culture, healthcare professionals do not perceive their work as solitary. The importance of teamwork and support among departments (such as nurses helping with registrations during busy times) fosters a familial environment. This feeling of "collective purpose" lightens heavy tasks, which in turn boosts employee job satisfaction.

7. Testing the Hypothesis of Job Satisfaction's Impact on Healthcare Worker Performance.

The analysis results reveal an initial sample value of 0.342, accompanied by a t-statistic of 4.553, which exceeds 1.96, and a p-value of 0.000, which is less than 0.05. This implies that Job Satisfaction has a significant and positive influence on Healthcare Worker Performance, thereby validating H7. Workers who feel happy and valued tend to provide better service performance.

Healthcare workers who are satisfied do not just operate in a "mechanical" way. They often pay close attention, for instance, they may take the time to explain procedures to patients more patiently or conduct double-checks by themselves. Satisfaction fosters a sense of give-and-take; when the organization treats them well, they respond with enhanced performance.

8. The Effect of Transformational Leadership on Healthcare Worker Performance through Job Satisfaction.

Hypothesis testing results indicate that job satisfaction significantly mediates the effect of transformational leadership on healthcare worker performance, as evidenced by an original sample value of 0.062, a t-statistic of 2.970 (> 1.96), and a p-value of 0.003 (< 0.05), thus accepting H8.

These findings confirm that transformational leadership does not directly improve medical technical skills, but rather works indirectly by creating an appreciative work environment to initially increase employee satisfaction. Practically, an inspiring community health center (Puskesmas) leadership

figure may not automatically transform a nurse's clinical skills, but the vision and motivation provided can foster pride and satisfaction in the profession.

This sense of satisfaction is a crucial catalyst for healthcare workers to translate their technical competence into more meticulous, empathetic performance, and adherence to standard operating procedures (SOPs). Without job satisfaction, the leadership's vision tends to be perceived as an additional administrative burden rather than a motivator. In line with research by Puspita, E., et al. (2022), competence is a key factor, and leadership plays a larger role in the psychological side (motivation/satisfaction) before ultimately affecting performance.

9. The Influence of Healthcare Worker Skill on Their Performance via Job Satisfaction.

The initial sample value was 0.156, with a t-statistic of 3.810 (greater than 1.96) and a p-value of 0.000 (less than 0.05). This suggests that Job Satisfaction plays a significant role in mediating the relationship between Skill and Performance. As a result, H9 is supported. Skilled healthcare workers tend to feel more assured (satisfied), which ultimately encourages improved performance.

An individual may possess high skills (competence), yet if they are unhappy with their work (for instance, if they believe they are undervalued), their performance might only reach basic standards. In contrast, when their skills lead to satisfaction and confidence, an intrinsic motivation emerges to apply those abilities effectively. Thus, job satisfaction converts potential (competence) into definite performance (action).

10. The Effect of Organizational Culture on the Performance of Healthcare Workers through Job Satisfaction.

The findings reveal an initial sample value of 0.120, accompanied by a t-statistic of 4.059 (> 1.96) and a p-value of 0.000 (< 0.05). This implies that Job Satisfaction plays a significant role in mediating the impact of Organizational Culture on Performance. Thus, H10 is validated. A positive organizational culture fosters job satisfaction, which in turn enhances the performance of healthcare workers.

An effective culture does not necessarily enhance a midwife's or nurse's clinical skills directly. Nevertheless, a supportive culture (characterized by low conflict and mutual respect) helps employees feel at ease and fulfilled. When individuals are content in their work setting, they possess the mental focus needed to deliver optimal service. On the other hand, a negative culture can hinder attention and efficacy, as staff members are preoccupied with their dissatisfaction regarding their surroundings.

CONCLUSION AND RECOMMENDATION

This study successfully identified a structural way to improve the performance of healthcare workers in all Community Health Centers (Puskesmas) in Tegal City by combining transformational leadership, competency, and organizational culture, with job satisfaction as an intermediary factor. The clinical performance of healthcare civil servants was shown to be directly influenced by personal technical competency and the strengthening of

supportive organizational cultural values. The main finding of this study is that job satisfaction has a complete mediation role in linking transformational leadership to performance. Transformational leadership style cannot directly produce clinical work output, but must first be transformed into employee psychological job satisfaction. By achieving job satisfaction, the intrinsic motivation of healthcare workers will increase, which in turn can help address the shortfall in achieving national health indicator targets such as obesity screening and patient medication adherence.

To enhance the effectiveness of healthcare personnel, it is recommended that hospital administration focuses on continuous skill enhancement initiatives through targeted clinical instruction, as this factor is the key driver of successful service delivery. Additionally, while a transformational leadership approach may not have a direct effect on technical skills, it's essential for leaders to adopt a motivating and supportive style to ensure employee satisfaction. This should be paired with efforts to reinforce the organizational culture by fostering a positive work atmosphere and establishing clear institutional principles. Future investigators are encouraged to look into intermediary factors such as work motivation or commitment to the organization that might connect transformational leadership with performance, as well as to broaden the research subjects to ensure wider applicability of the findings across different kinds of healthcare establishments.

FURTHER STUDY

This research still has limitations so it still requires further research on this topic "The Influence of Transformational Leadership, Health Worker Competence, and Organizational Culture on Health Worker Performance Through Job Satisfaction in All Community Health Centers in Tegal City".

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