

The effect of leadership style and job stress on the performance of Ukrida Hospital employees with job satisfaction as a mediating variable

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Abstract

Purpose: This study examines how leadership style and job stress influence employee performance at Ukrida Hospital, with job satisfaction as a mediating variable.

Methodology: A quantitative survey was conducted with 134 permanent employees (tenure >6 months). Data were analyzed using Structural Equation Modeling (SEM-PLS).

Results: Leadership style positively affects job satisfaction and performance. Job stress also shows a positive effect on both job satisfaction and employee performance. Job satisfaction further enhances performance and significantly mediates the effects of leadership style and job stress. These findings indicate that challenge-related stress can improve employee outcomes.

Conclusion: The study provides empirical evidence that effective leadership styles and well-managed work stress can enhance job satisfaction and employee performance at Ukrida Hospital. The results highlight the importance of leadership strategies and stress management practices in improving the quality of human resources.

Limitations: The research is limited to one hospital, uses a cross-sectional survey design, and focuses only on employees with more than six months of tenure. These factors may restrict generalizability and the ability to infer long-term causal relationships.

Contribution: This study contributes to the literature by demonstrating the dual role of job stress when perceived as a challenge in improving satisfaction and performance, and by confirming the mediating function of job satisfaction in healthcare organizational settings. It also offers practical insights for hospital management in designing leadership and stress-management interventions to improve employee outcomes.

Keywords: *Employee Performance, Job Satisfaction, Job Stress, Leadership Style, SEM-PLS*

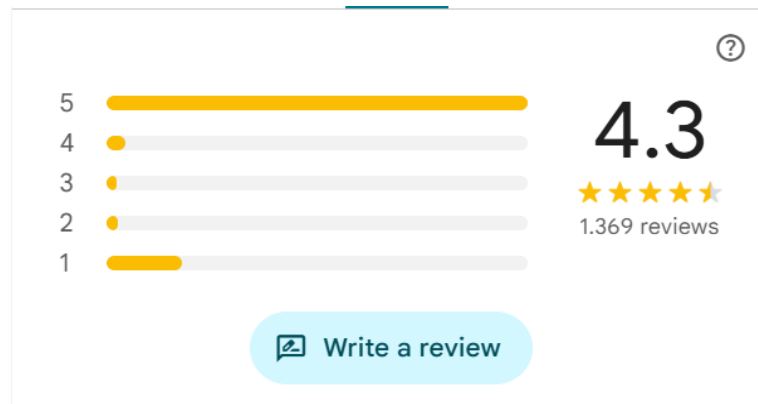
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1. Introduction

Human resource development within a company is a strategic effort aimed at improving the quality of employees in order to support organizational growth. Organizational goals can be achieved effectively when supported by optimal employee performance. To produce work outcomes aligned with the company's vision, employees require structured and effective guidance from the organization. However, routine tasks performed repeatedly in the same pattern may lead to employee fatigue and boredom. This condition can reduce motivation and enthusiasm at work, which ultimately affects overall organizational performance (Satyawati & Fitria, 2025). Therefore, appropriate motivational

support from supervisors is essential to foster enthusiasm and drive among employees, thereby improving work productivity (Adinda, Firdaus, & Agung, 2023).

According to Mariska, Baraba, and Annisa (2025), performance refers to the extent to which an employee successfully completes their tasks within the designated deadlines, evaluated through predetermined benchmarks such as performance standards, objectives, or criteria. The success of a company can be measured through the quality of employee performance; thus, organizations continuously strive to enhance employee performance in order to achieve established goals.



Source: Google Review, December 1, 2025

As a benchmark of service quality, RS Ukrida has received feedback from approximately 1,369 patients who have visited the hospital, resulting in an overall rating of 4.3 out of 5, reflecting the perceived performance and service standards during their visits. Every organization or company has leaders who demonstrate unique characteristics in their leadership styles. Leadership style can be defined as the mechanism through which an individual influences the behavior and actions of others or a group to achieve predetermined goals (Erri, Lestari, & Asymar, 2021). Stress is a condition experienced by employees across the world. This phenomenon presents a serious challenge for employers, particularly in developing countries, where many business owners remain unaware of the detrimental effects of stress on workforce productivity. Consequently, significant dilemmas arise in human resource management. Certain types of jobs are associated with higher levels of pressure, contributing to employee stress. According to human resource managers, excessive work pressure is one of the primary factors that hinders employee effectiveness and performance (Azzahra, Yuliansyah, & Nauli, 2021).

Job satisfaction is a positive emotional attitude toward one's job, reflected in morale, discipline, and performance achievement. Job satisfaction can emerge within the work environment, outside the job, or from a combination of both. Every organization strives to cultivate optimal employee satisfaction, as effective human resource management can foster high levels of loyalty and responsibility among employees (Gowasa, 2022). In this context, PT Upadana Krista Dipta Arjasa (RS Ukrida) is a company operating in the healthcare sector. Hospitals serve as public service institutions with a strategic role in maintaining and improving community health. As complex and dynamic organizations, hospitals face various challenges, including high patient expectations, regulatory changes, and heavy workloads. Amid these challenges, human resources (HR) play a crucial role in determining the success of service delivery. This necessitates continuous innovation and service quality enhancement to sustain client trust and maintain competitiveness. However, achieving these objectives largely depends on the effective management of human resources.

Moreover, leadership style is also considered a key factor that influences employee motivation and job satisfaction. As a healthcare institution, RS Ukrida requires leaders capable of inspiring, directing, and motivating teams to navigate dynamic challenges. Effective leadership styles, such as transformational or participative leadership, can foster a collaborative and innovative work climate, ultimately enhancing organizational performance. However, the extent to which the existing leadership styles at RS Ukrida influence employee motivation and job satisfaction still requires further investigation. The phenomenon

of frequent overtime indicates a workload that is heavily influenced by managerial instructions (Latunusa, Timuneno, & Fanggidae, 2023). This highlights the need for a thorough evaluation of task distribution and time management to prevent negative impacts on employee performance and well-being. In addition, high levels of job stress have emerged as a significant factor. A demanding work environment, excessive workload, unclear job roles, and insufficient managerial support may lead to physical and mental exhaustion among employees. When unmanaged, such stress often results in employees avoiding job responsibilities, commonly expressed through unexcused absences.

Table 1. Employee Absenteeism Rate

Reason for Absence	2023	2024	2025
Leave	3463	3309	2109
Sick	890	792	364
Unexcused	3568	4576	1232
Total	7861	8677	3705

Based on Table 1, it can be seen that employee absenteeism data from 2023 to mid-2025 shows fluctuations categorized into three main reasons: Leave, Sick, and Absence Without Explanation. In 2023, the total number of absences was recorded at 7,861 cases. Of this number, leave accounted for 3,463 cases, sick leave for 890 cases, and absence without explanation for 3,568 cases. These figures indicate that unexcused absences constituted one of the largest contributors to overall employee absenteeism during that year. Entering 2024, the total absenteeism increased to 8,677 cases. Although leave slightly declined to 3,309 cases and sick leave decreased to 792 cases, unexcused absences rose significantly to 4,576 cases. This sharp increase in unexcused absences requires serious attention, as it may reflect internal problems such as insufficient supervision, high work pressure, or a decline in employee discipline and motivation.

Meanwhile, in mid-2025, the total absenteeism reached 3,705 cases. This decrease occurred across all categories, with leave recorded at 2,109 cases, sick leave at 364 cases, and absence without explanation at 1,232 cases. This number remains relatively high if it continues to grow toward the end of the year, especially the unexcused absences. Overall, the trend of employee absenteeism shows significant yearly dynamics. The high rate of unexcused absences in 2023 and 2024 deserves serious attention from management or leadership. The increasing phenomenon of unexcused absences in an institution is not merely an administrative issue but reflects an imbalance in leadership patterns and workload management. This becomes relevant to explore, particularly in labor-intensive or service-based organizations such as hospitals, where employee presence directly affects service quality.

In the context of the research site, the researcher found a high number of unexcused absences (alpha), with the trend increasing each year. This percentage is notably higher compared to the acceptable national average absenteeism rate in Indonesia, which is 2%. Andarini, Agustina, and Mustika (2022) further found that job satisfaction plays an important mediating role in the relationship between workload and employee performance. However, these studies have not extensively examined how leadership styles may moderate this relationship.

Leadership styles have different impacts on job stress and job satisfaction. Research published in *Jurnal Aplikasi Manajemen* found that transformational leadership can reduce job stress and increase job satisfaction. Conversely, authoritarian leadership is often associated with higher job stress (Sari & Fuadati, 2022). Although various studies have examined leadership and job satisfaction, few have comprehensively tested job satisfaction as a mediating variable in this relationship. A major gap in previous research is the lack of understanding of how a combination of specific leadership styles and job stress levels simultaneously influences employee performance through job satisfaction. Many studies examined only one independent variable at a time, making it difficult to understand how these factors interact within complex organizational environments.

This study seeks to fill this gap by developing a more comprehensive research model. Through a quantitative approach, this study will empirically examine how variations in leadership styles and levels

of job stress affect employee performance, with job satisfaction as a mediating variable. This approach is expected to provide deeper insights into the interaction dynamics among the three variables. The study is conducted at Upadana Krista Dipta Arjasa (RS UKRIDA). Based on the issues identified namely the influence of leadership style, job stress, and job satisfaction on employee performance the researcher intends to investigate the effect of leadership style and job stress on employee performance at Upadana Krista Dipta Arjasa (RS UKRIDA), with job satisfaction as the mediating variable.

2. Literature review and hypothesis development

2.1. Theoretical Concepts

2.1.1. Employee Performance

According to Mangkuneagara, performance is the result of work carried out by an individual and can be assessed based on the quality and quantity of achievements obtained by employees when performing tasks in accordance with predetermined responsibilities (Lina, 2020). Meanwhile, Wibowo in Lina (2020) explains that performance includes several indicators, such as goals, work standards, feedback, tools and facilities, and competencies. Employee performance reflects the outcomes of activities undertaken by employees in carrying out tasks directed toward achieving organizational objectives. This requires employees to meet certain performance standards. Various factors, both internal and external to the organization, influence performance levels (Hardana, Nasution, Damisa, Lestari, & Zein, 2024). Internal factors include the work environment, organizational culture, compensation systems, stress levels and workload, job uncertainty, organizational commitment, motivation, job satisfaction, leadership style, and other relevant variables (Wulandari & Ratnawati, 2019). External factors may consist of competitor conditions and government regulations.

2.1.2. Leadership Style

Leadership is not merely the result of inherited traits or talents passed from parents to children. However, this does not mean that heredity plays no role at all. More importantly, leadership is not influenced by a single innate characteristic, but rather by a combination of personality aspects that may also be shaped by genetic factors or inherited talents (Assa & Dachi, 2023). Leadership style is a practical approach describing how leaders behave. Theory provides the “why,” while style explains the “how” in action. According to Robbins, leadership style refers to a type of leadership that provides opportunities for each member to participate actively, particularly in the division of tasks supported by clear authority and responsibilities (Sangjaya, Andriani, & Abadiyah, 2025).

2.1.3. Job Stress

According to Robbins and Judge, stress occurs when individuals face dynamic situations involving opportunities, pressures, or limited resources related to their needs and desires, where the consequences of the situation are perceived as important yet uncertain (Setyawati, Aryani, & Ningrum, 2018). Job stress is a condition that places excessive pressure on an individual’s physical and mental capacity. If ignored and not properly managed, it can result in negative impacts on a person’s overall health. Bhastary (2020) and Washinta and Hadi (2021) explain that job stress is a part of daily work activities that triggers emotional reactions caused by a mismatch between job demands or workload and an individual's capacity to manage these pressures.

2.1.4. Job Satisfaction

Job satisfaction refers to an individual’s overall perception or feeling toward the work they perform (Ngaliman, Catrayasa, & Khairil, 2025). Several factors influence this satisfaction, including interpersonal relationships with colleagues and supervisors, adherence to organizational policies and regulations, the achievement of work targets, and environmental conditions that sometimes do not support optimal performance (Nabawi, 2019). Job satisfaction can also be interpreted as the way individuals perceive their work, formed through a comparison between the rewards or outcomes they receive and the contributions or efforts they have invested (Saputra, 2022).

There are several indicators that influence job satisfaction Nurhandayani (2024), namely: (1) Income, which refers to the amount of wages or salary received, and whether this amount is considered appropriate, adequate, and able to meet needs; (2) Nature of Work, which refers to the level of

satisfaction obtained from the tasks performed; (3) Relationship with Coworkers, which refers to the quality of daily interactions with fellow employees, whether such interactions are pleasant or otherwise; (4) Supervisor, which refers to the methods and ways superiors provide direction or instructions in the workplace, and whether subordinates perceive these actions as fair or not. Indicators that may be perceived as pleasant or unpleasant, and that may influence job satisfaction, include: (5) Promotion Opportunities, which relate to an individual's opportunity to develop a career or attain a higher position, and this potential advancement strongly influences job satisfaction; and (6) Work Environment, which refers to the physical conditions and psychological atmosphere in the workplace that determine the level of comfort and satisfaction experienced by individuals.

2.2. Previous Studies

Table 2. Previous Studies

No	Authors & Year	Title	Main Findings
1	Yasa and Dewi (2019)	The Effect of Job Stress on Job Satisfaction with Work Motivation as a Mediating Variable	Job stress has a negative effect on job satisfaction, while work motivation as a mediator has a positive and significant effect on job satisfaction
2	Wulandari and Ratnawati (2019)	The Influence of Transformational Leadership Style and Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable	Transformational leadership style has a positive and significant effect on employee performance. Job satisfaction is proven to mediate the effect of transformational leadership style on employee performance
3	Andarini et al. (2022)	The Influence of Organizational Culture, Job Stress, and Locus of Control on Employee Performance: Job Satisfaction as a Mediating Variable	Organizational culture significantly affects employee performance, job stress negatively affects employee performance, locus of control affects employee performance, job satisfaction mediates the effect of organizational culture on employee performance, job satisfaction also mediates the effect of job stress on performance, and job satisfaction mediates the effect of locus of control on employee performance
4	Bhastary (2020)	The Influence of Work Ethics and Job Stress on Employee Job Satisfaction	Work ethics have a positive and significant effect on job satisfaction, while job stress has a negative and significant effect on job satisfaction
5	Sari and Fuadati (2022)	The Effect of Leadership Style on Performance: Job Satisfaction as an Intervening Variable	Leadership style has a positive effect on job satisfaction and employee performance
6	Putry and Hamsal (2024)	The Influence of Job Stress and Workload on Employee Performance with Job Satisfaction as an Intervening Variable	Workload has a significant effect on job satisfaction, workload has no significant effect on performance, job satisfaction significantly affects performance, job stress significantly affects job satisfaction, and job stress significantly affects performance
7	Ariansy and Kurnia (2022)	The Influence of Job Stress, Incentives, and Work Environment on Employee Performance with Job	Job stress negatively affects employee performance. Incentives positively affect performance. Work environment has a positive and significant effect on performance. Job satisfaction has a positive

		Satisfaction as a Mediating Variable	and significant effect on employee performance. Job stress negatively but not significantly affects job satisfaction. Incentives positively and significantly affect job satisfaction. Work environment positively and significantly affects job satisfaction. Job satisfaction mediates the effect of job stress on performance. Job satisfaction does not mediate the effect of incentives on performance. Job satisfaction mediates the effect of work environment on performance
8	Wulandari and Ratnawati (2019)	The Influence of Transformational Leadership Style and Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable	Transformational leadership significantly affects job satisfaction and employee performance. Organizational culture significantly affects job satisfaction and performance
9	Panggalo, Bandhaso, and Rasinan (2025)	The Influence of Leadership Style on Employee Performance at the Provincial Transportation Department of South Sulawesi	There is a significant relationship between participative leadership style and employee performance at the South Sulawesi Provincial Transportation Department
10	Assa and Dachi (2023)	The Influence of Work Discipline, Leadership Style, and Work Motivation on Employee Performance at B2N Digital Fotocopy	There is a positive effect of work discipline on employee performance. Leadership style also affects employee performance, while work motivation has no effect on employee performance despite the positive motivation provided by the company

Based on the previous studies presented in the table on the preceding page, the researcher used them to clarify whether these studies remain relevant to current conditions. The researcher also identified opportunities for novelty that can be applied today, such as using job satisfaction as a mediating variable between leadership style and job stress in influencing employee performance.

2.3. Conceptual Framework

In accordance with existing theories and findings from previous studies, this research focuses on Employee Performance as the dependent variable. Employee Performance is influenced by Leadership Style and Job Stress, with Job Satisfaction acting as a mediating (intervening) variable.

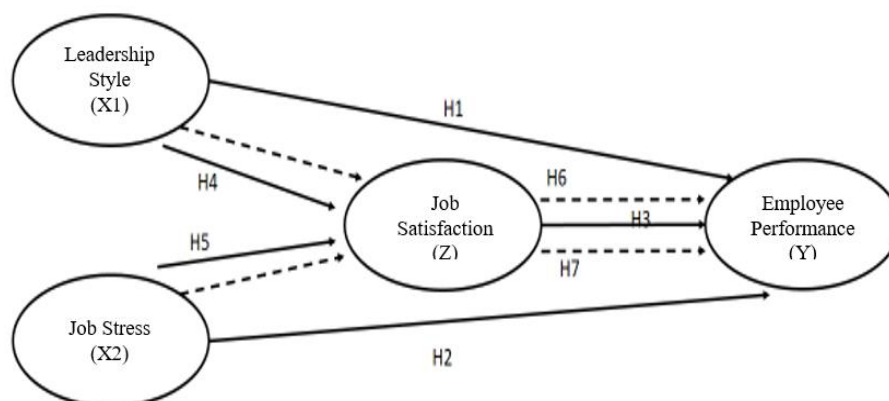


Figure 1. Research Concept Model

2.4. Hypothesis Development

Based on the literature review, which includes theories and previous research relevant to the issues examined in this study, the development of hypotheses can be described as follows:

2.4.1. The Influence of Leadership Style on Employee Performance

At RS Ukrida, the leadership style applied tends to be authoritarian, causing employees to focus mainly on completing orders even beyond working hours without necessarily delivering optimal performance. The way an employee works significantly affects the quality of performance produced. Every leader must have a leadership style that varies depending on the situation and conditions encountered. When leaders are able to motivate their staff and increase work enthusiasm, employee performance will naturally improve. Research conducted by Sari and Fuadati (2022) shows that transformational leadership style has a positive and significant effect on improving employee performance. Therefore, the researcher proposes the following hypothesis:

H1: Leadership Style has a positive effect on Employee Performance.

2.4.2. The Influence of Job Stress on Employee Performance

Employees at RS Ukrida frequently experience overtime due to excessive workload, which contributes to increased stress levels. Job stress is associated with an imbalance of psychological and physical factors, influencing emotions and attitudes, including job satisfaction. The greater the work pressure felt by employees, the more negative the impact on their job satisfaction. Research by Putra and Dewirahmadanirwati (2024) indicates that job stress has a negative and significant effect on employee performance. Therefore, the researcher proposes the following hypothesis:

H2: Job Stress has a negative effect on Employee Performance

2.4.3. The Influence of Job Satisfaction on Employee Performance

RS Ukrida currently does not have a well-established career path for its employees. The absence of such a system leads to decreased job satisfaction among staff. Employees who feel satisfied tend to perform their duties and responsibilities optimally. When employees feel that rewards are fair and proportional to their contributions, their job satisfaction increases. Conversely, according to Heryanti and Rosalita (2018), unequal reward systems, discriminatory treatment in rewards and punishments, or limited incentives and appreciation can lower employee performance. Findings from Yaso (2023) show that job satisfaction has a positive and significant impact on improving employee performance. Therefore, the following hypothesis is proposed:

H3: Job Satisfaction has a positive effect on Employee Performance

2.4.4. The Influence of Leadership Style on Job Satisfaction

Within RS Ukrida, leaders often do not provide motivation to employees, assuming that employees already understand and can perform their tasks independently. According to Sari and Fuadati (2022), job satisfaction is a crucial concept because it reflects the effectiveness and success of individuals at work. Conversely, low job satisfaction can trigger a range of issues, such as decreased work quality, increased absenteeism, and lowered organizational morale. On an individual level, job dissatisfaction is often linked to a strong desire to leave the job, increased job stress, and the emergence of physical or psychological problems. Moreover, research by Sinurat (2017) demonstrated a positive and significant correlation between leadership style and employee job satisfaction. Therefore, the hypothesis is:

H4: Leadership Style has a positive effect on Job Satisfaction

2.4.5. The Influence of Job Stress on Job Satisfaction

At RS Ukrida, a high number of absences without notice indicates job stress among employees. According to Putra and Dewirahmadanirwati (2024), employee performance is influenced by various aspects, including job satisfaction and the level of stress experienced. Fluctuations in employee performance are closely linked to how they perceive satisfaction and stress at work. Job-related stress often produces negative effects (distress), reducing employees' satisfaction with their work. Wangi and Adnyani (2024) state that job stress has a negative and significant effect on job satisfaction. Thus, the researcher proposes the following hypothesis:

H5: Job Stress has a negative effect on Job Satisfaction

2.4.6. The Influence of Leadership Style on Employee Performance through Job Satisfaction

Leaders at RS Ukrida often ask for feedback from employees when facing problems or seeking innovation, reflecting a participative style and increasing employees' sense of appreciation. According to Sinurat (2017), leadership style can be defined as the approach used by leaders to influence the attitudes and actions of subordinates so they are willing to work productively to achieve organizational goals. Employees who feel satisfied with their leaders tend to demonstrate improved work performance. This is supported by findings from Wulandari and Ratnawati (2019), which indicate that the positive and significant effect of leadership style on employee performance is mediated by job satisfaction. Thus, the hypothesis proposed is:

H6: Leadership Style has a positive effect on Employee Performance through Job Satisfaction

2.4.7. The Influence of Job Stress on Employee Performance through Job Satisfaction

As previously discussed, the high number of unexplained absences at RS Ukrida appears to be rooted in job stress. Stress often arises when employees struggle to meet job demands, including unclear responsibilities, limited time, insufficient resources, or conflicting tasks. Over time, employees who cannot cope with job stress may become ineffective in performing their duties. According to Amanda, Suherman, and Hidayaty (2022), job satisfaction mediates the relationship between job stress and employee performance, with a negative relationship. In other words, increased job stress tends to lower job satisfaction and employee performance. Thus, the researcher proposes:

H7: Job Stress has a negative effect on Employee Performance through Job Satisfaction

3. Research method

3.1. Research Subjects and Objects

The subjects of this study are all employees of RS Ukrida who have a tenure of more than six months. The object of this research is employee performance, which is influenced by leadership style and job stress and mediated by job satisfaction.

3.2. Population and Sample

The population includes all permanent employees of Upadana Krista Dipta Arjasa (RS UKRIDA) as of July 1, 2025, who have been employed for more than six months. The sample is a group of elements taken from the main population for the purpose of analysis in order to understand certain characteristics possessed by the entire population. The sampling technique used in this study is non-probability sampling. According to Sugiyono (2018), non-probability sampling is defined as a sampling process in which not all members of the population have an equal chance of being selected. To determine the research sample, the study employs purposive sampling. Purposive sampling is a sampling method based on specific criteria or characteristics predetermined by the researcher. Thus, samples are selected based on considerations relevant to the research objectives. The criteria for the sample in this study include permanent employees with a minimum work tenure of more than six months. The determination of the sample size in this research uses Hair's theory, in which the minimum sample size has a ratio of 5:1, meaning the sample must be at least five times the number of indicator variables used in the study. Sample size calculation:

Total sample

= 5 × number of indicator variables

= 5 × 20

= 100 samples

Therefore, the total sample size for this study is 100 respondents

3.3. Operational Definition of Variables

The operationalization of variables in this study is as follows:

Table 3. Operational Definition of Variables

Variable	Definition	Indicators
Leadership Style	A practical approach describing how leaders behave to influence employees in achieving organizational goals (Depitra & Soegoto, 2018).	<ol style="list-style-type: none"> 1. Giving instructions 2. Building good relationships 3. Providing solutions 4. Being participative 5. Motivation 6. Charisma
Job Stress	A dynamic condition in which individuals face demands or pressures that exceed their capacity, potentially affecting their health (Audina & Kusmayadi, 2018).	<ol style="list-style-type: none"> 1. Excessive workload 2. Time pressure 3. Inadequate feedback 4. Limited authority 5. Organizational changes
Employee Performance	Performance refers to job output, including quality and quantity, achieved by an employee in completing tasks according to their responsibilities (Lina, 2020).	<ol style="list-style-type: none"> 1. Work quality 2. Work quantity 3. Work timeliness
Job Satisfaction	The way individuals perceive their job is determined by personal and environmental aspects, including workplace conditions and relationships among employees (Nurhandayani, 2024).	<ol style="list-style-type: none"> 1. Salary 2. The job itself 3. Coworkers 4. Supervisor 5. Promotion 6. Work environment

3.4. Data Collection Technique

In research, data collection serves as an essential step for gathering information. The accuracy of the results greatly depends on the appropriateness of the data collection methods used. Data may be collected through interviews, observations, surveys or questionnaires, and documentation. The data analysis method used in this study is quantitative analysis, conducted through regression analysis to build predictions that link the dependent variable to the independent variables, either directly or through a mediating variable. The data or information to be processed is collected using Google Forms. Once the data has been gathered, the researcher will proceed with the analysis to answer the stated research questions. Data processing and analysis in this study are conducted using Partial Least Squares (Smart-PLS). To obtain the required data, this study uses a questionnaire. The questionnaire used is a closed-ended questionnaire, distributed online via Google Forms and structured based on a five-point Likert scale as the measurement guideline. The Likert scale ranges from 1 to 5 according to the response categories.

Table 4. Score Table for Questionnaire Responses

Statement	Code	Score
Strongly Agree	SS	5
Agree	S	4
Neutral	N	3
Disagree	TS	2
Strongly Disagree	STS	1

3.5. Data Analysis Technique

Data analysis for testing the hypotheses in this study was conducted using the Structural Equation Modelling (SEM) method with the assistance of Partial Least Square (Smart-PLS) version 3.3.3 software. SEM is a multivariate analysis technique widely used in social sciences. Multivariate analysis itself is a statistical approach that allows researchers to examine multiple variables simultaneously within a single analytical framework. SEM is used to describe and test relationships among concepts or variables. In its formulation, SEM evaluates patterns of relationships through several equations resembling multiple linear regression models, representing the relationships among constructs (latent

variables) in the study. The SEM-PLS method is able to work optimally even with relatively small sample sizes and complex model structures. Furthermore, the primary objective of SEM-PLS is to maximize the explained variance of the endogenous latent variables predicted by the exogenous latent variables. In accordance with the study hypotheses, data analysis was performed using Smart-PLS software, including the evaluation of the measurement model (outer model) and the structural model (inner model).

3.5.1. Measurement Model Analysis (Outer Model)

The measurement model (outer model) functions to evaluate the extent to which the research instrument fulfills the requirements of validity and reliability. Validity testing includes convergent validity and discriminant validity, while reliability testing uses composite reliability and Cronbach's alpha.

3.5.1.1. Instrument Validity Test

Validity refers to the accuracy and appropriateness of an instrument, meaning the extent to which an instrument is capable of performing its intended function. The purpose of research is to discover or understand the truth; therefore, the validity factor becomes essential. According to Rahman (2019), a validity test is used to evaluate whether a questionnaire accurately measures what it is intended to measure. A questionnaire is considered valid if all items within it are able to reflect the concept or variable being measured. The following are several steps in the validity test for reflective indicators:

- a. Convergent Validity, this test is used to determine the magnitude of the correlation of the loading factor values of a variable or latent construct on each of its indicators. The loading factor value reflects the measurement validity of the manifest variables (indicators) of the construct being examined. An instrument is considered valid if it has a loading factor value greater than or equal to 0.7 (Hair Jr, Hult, Ringle, & Sarstedt, 2017).
- b. Average Variance Extracted (AVE), provides an overview of the resistance or strength of a latent construct in representing the original data scores. The higher the AVE value, the greater the construct's ability to explain the variance of all indicators measuring it. The AVE value must be > 0.5 , indicating that the construct explains at least 50% of the item variance (Hair Jr et al., 2017). If the AVE value is > 0.5 , the construct is deemed to have met the convergent validity requirement, meaning that the construct is able to explain more than half of the average variance of its indicators.
- c. Discriminant Validity, is based on the principle that indicators of different constructs should not correlate. Discriminant validity testing can be carried out through three steps, namely:
 - The first step to assess discriminant validity is by comparing the cross-loading values. This procedure is performed by comparing the correlation between a construct and its indicators with the correlation between that construct and other constructs. If the correlation of a construct with its indicators is higher than its correlation with indicators of other constructs, then the latent construct is considered to have superior predictive ability within its own block. According to Ghazali and Latan (2015), the cross-loading value for each variable must exceed the threshold of 0.7.
 - In addition to cross-loading, the second step uses the Fornell–Larcker Criterion. This criterion involves comparing the square root of the Average Variance Extracted ($\sqrt{\text{AVE}}$) of each construct with the correlations between that construct and other constructs in the model. Discriminant validity is considered achieved when the $\sqrt{\text{AVE}}$ value of each construct is greater than all correlation values between that construct and other constructs by Fornell and Larcker, 1981 in (Ghozali & Latan, 2015).
 - The final method is the Heterotrait–Monotrait Ratio (HTMT). This technique is considered an effective alternative for discriminant validity assessment. To ensure discriminant validity between two reflective constructs, the HTMT value must be below 0.9. If the ratio is less than 0.9, then the discriminant validity requirement is fulfilled (Henseler, Ringle, & Sarstedt, 2015).

3.5.1.2. Reliability Test of the Instrument

Reliability refers to the accuracy and consistency of a measurement instrument in a measurement procedure. A measurement result can be considered valid and trustworthy if, when the measurement is repeated multiple times on the same group or set of subjects, it yields relatively similar results, provided

that the aspect being measured within the subjects has not changed. The reliability test is a method used to assess and evaluate a set of questions in the questionnaire that function as indicators of a particular variable or construct. An instrument is deemed reliable or trustworthy when respondents' answers to the questionnaire demonstrate consistency and stability over time (Ghozali, 2018). Reliability testing with the assessment of model unidimensionality can be carried out using two measurement approaches for the indicator block, namely:

- a. Composite Reliability, which is used to determine the true reliability value of a construct. A construct is considered to have high reliability if the composite reliability value exceeds 0.7, although values above 0.6 may still be acceptable. This indicates that the data possess a high level of reliability (Abdillah & Hartono, 2015; Hair Jr et al., 2017).
- b. Cronbach's Alpha, which is one method for testing reliability. This value represents the lower bound of a construct's reliability level. An instrument is regarded as reliable if the Cronbach's Alpha value exceeds 0.7 for confirmatory research, whereas for exploratory research, values above 0.6 are still considered acceptable (Ghozali & Latan, 2015).

3.5.2. Structural Model Analysis (Inner Model)

This analysis is conducted to evaluate the accuracy and adequacy of the model that has been developed. The assessment may utilize several key indicators, such as the coefficient of determination (R^2) and predictive relevance (Q^2). The R-Square value ranges between 0 and 1. If the R-Square value obtained is very small, it indicates that the model has limited ability to explain the dependent variable. Conversely, when the R-Square value approaches 1, it signifies that the independent variables are able to explain almost all the information needed to predict changes in the dependent variable. In addition to examining the R-Square value, assessment of a PLS model can also be performed through predictive relevance (Q^2), known as predictive sample reuse. If the Q^2 value is greater than 0, it indicates that the model has predictive capability. However, if the Q^2 value is 0 or negative, the model is considered to lack predictive relevance. The Q^2 value range is categorized into three levels: strong (0.35), moderate (0.15), and weak (0.02).

3.5.3. Hypothesis Testing

Hypothesis testing, or inferential statistics, involves evaluating hypotheses, which functions to statistically assess a statement and determine whether the statement can be accepted or rejected. Hypothesis testing in this study can be evaluated through the probability value (p-value) and the t-statistic. The criteria for hypothesis acceptance are as follows: a hypothesis is accepted if the p-value ≤ 0.05 and the t-statistic ≥ 1.96 . Conversely, a hypothesis is rejected if the p-value > 0.05 or the t-statistic < 1.96 . Thus, the decision to accept or reject a hypothesis depends on the analysis of these two statistical parameters (p-value and t-statistic).

4. Results and discussion

4.1. Respondent Characteristics

Respondent characteristics represent the background of the individuals who participated as samples in a study and provide distinguishing attributes among respondents. The respondents involved in this research are all employees of Ukrida Hospital, described based on gender, age, educational level, and length of employment. Data collection was conducted through questionnaires distributed to the respondents. The researcher will discuss the number of respondents involved based on gender.

4.1.1. Respondent Characteristics Based on Gender

The classification of respondents based on gender can be seen in Table 5 below:

Table 5. Respondent Characteristics Based on Gender

Gender	Frequency	Percentage
Male	17	16%
Female	92	84%
Total	100	100%

Source: Primary Data Processed (2025)

4.1.2. Respondent Characteristics Based on Age

In grouping respondent characteristics based on age, the researcher used the perspective of Alexis Abramson, which classifies age into four categories: the first category is known as the *Baby Boomer* generation, referring to individuals aged ≥ 61 years; the second category is known as *Generation X*, referring to individuals aged 45–60 years; the third category is known as *Generation Y* or commonly referred to as the *Millennial* generation, referring to individuals aged 29–44 years; and the last category is *Generation Z*, referring to individuals aged ≤ 28 years. The results of the age-based respondent classification can be seen in Table 6 below:

Table 6. Age Distribution of Respondents

Age	Frequency	Percentage
13-28 years	24	24%
29-44 years	73	73%
45-60 years	3	3%

Source: Primary Data Processed

4.1.3. Characteristics of Respondents Based on Length of Employment

The grouping of respondents based on length of employment is divided into two categories, namely less than six months or more than six months. The results of this classification can be seen in Table 7 below:

Table 7. Distribution of Respondents' Length of Employment

Length of Employment	Frequency	Percentage
> 6 Months	134	100%

Source: Primary Data Processed

4.2. Statistical Analysis

4.2.1. Outer Model

4.2.1.1. Validity Test

The measurement model represents a framework that explains the relationship between various variables. Presented below are the results of the path coefficients for the measurement model used in this study.

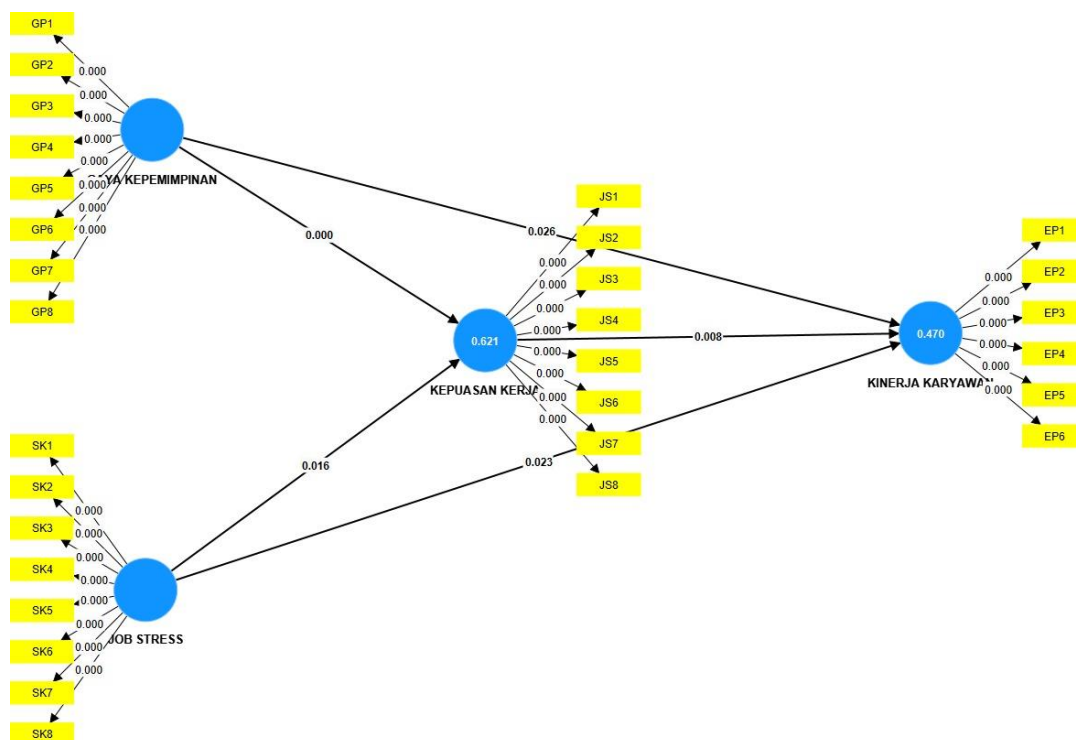


Figure 2. Path Coefficient Diagram 1

Figure 2 presents the structural path coefficients in this study, illustrating the relationships of variables X1 and X2 with variables Y and Z.

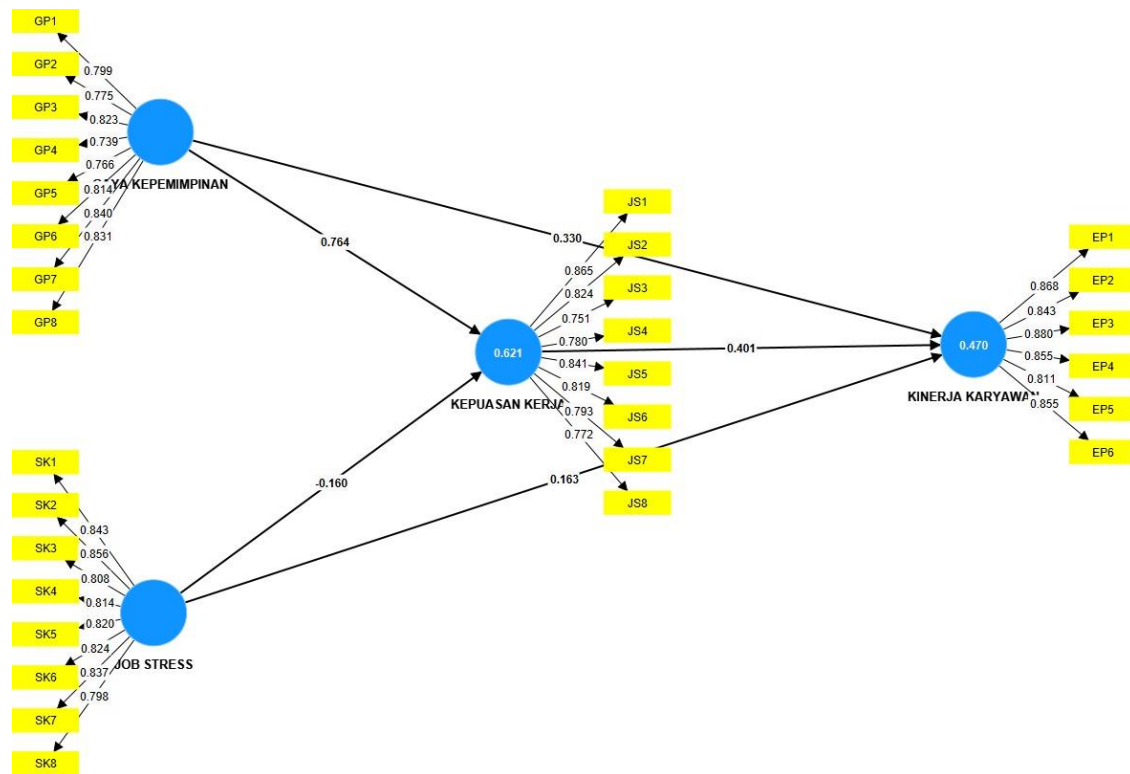


Figure 3. Path Coefficient Diagram 2

Figure 3 presents the results of data processing conducted to determine the values of each indicator in the validity testing.

Table 8. Loading Factor Values

Variable	Loading Factor	Description
EP1 <- Employee Performance	0.868	Valid
EP2 <- Employee Performance	0.843	Valid
EP3 <- Employee Performance	0.880	Valid
EP4 <- Employee Performance	0.855	Valid
EP5 <- Employee Performance	0.811	Valid
EP6 <- Employee Performance	0.855	Valid
GP1 <- Leadership Style	0.799	Valid
GP2 <- Leadership Style	0.775	Valid
GP3 <- Leadership Style	0.823	Valid
GP4 <- Leadership Style	0.739	Valid
GP5 <- Leadership Style	0.766	Valid
GP6 <- Leadership Style	0.814	Valid
GP7 <- Leadership Style	0.840	Valid
GP8 <- Leadership Style	0.831	Valid
JS1 <- Job Satisfaction	0.865	Valid
JS2 <- Job Satisfaction	0.824	Valid
JS3 <- Job Satisfaction	0.751	Valid
JS4 <- Job Satisfaction	0.780	Valid
JS5 <- Job Satisfaction	0.841	Valid
JS6 <- Job Satisfaction	0.819	Valid
JS7 <- Job Satisfaction	0.793	Valid
JS8 <- Job Satisfaction	0.772	Valid

SK1 <- Job Stress	0.843	Valid
SK2 <- Job Stress	0.856	Valid
SK3 <- Job Stress	0.808	Valid
SK4 <- Job Stress	0.814	Valid
SK5 <- Job Stress	0.820	Valid
SK6 <- Job Stress	0.824	Valid
SK7 <- Job Stress	0.837	Valid
SK8 <- Job Stress	0.798	Valid

Source: SmartPLS Processed Data (2025)

The SmartPLS output in Table 4.4 shows that the Outer Loading values for all indicators range from 0.739 to 0.880. According to the criteria established by (Hair Jr et al., 2017), an indicator is considered valid if its loading factor value exceeds 0.70. Therefore, it can be concluded that this research instrument demonstrates strong convergent validity, indicating that each item accurately reflects the construct it is intended to measure

a. Average Variance Extracted (AVE)

In addition to using loading factor values, convergent validity testing can also be conducted by examining the Average Variance Extracted (AVE). The higher the AVE value, the stronger the construct's ability to explain the variance of all indicators that measure it. An indicator is considered valid and meets the criteria for convergent validity if the AVE value exceeds 0.50 (Ghozali & Latan, 2015). The AVE value is then used as a basis for assessing the validity of each construct.

Table 9. Average Variance Extracted (AVE)

Variable	Average variance extracted (AVE)	Description
Leadership Style	0.639	Valid
Job Stress	0.681	Valid
Job Satisfaction	0.650	Valid
Employee Performance	0.726	Valid

Source: SmartPLS Processed Data (2025)

Based on Table 9, the Average Variance Extracted (AVE) values for all research variables—Leadership Style, Job Stress, Job Satisfaction, and Employee Performance—are above 0.500. Therefore, it can be concluded that all variables have fulfilled the criteria for good convergent validity.

b. Discriminant Validity Test

Discriminant validity was assessed by examining the cross-loading values. Cross-loading values were obtained by comparing the correlation of each indicator with its associated construct and its correlations with other constructs. An indicator is considered valid and meets the criteria for discriminant validity when its loading factor is higher on the construct it is intended to measure than its correlations with other constructs. The following table presents the results of the discriminant validity test based on comparisons between the primary loading factor values and the cross-loading values on other constructs.

Table 10. Discriminant Validity Test Results

	Leadership Style	Job Stress	Job Satisfaction	Employee Performance
GP1	0,799	-0,001	0,547	0,510
GP2	0,775	-0,002	0,506	0,458
GP3	0,823	-0,193	0,614	0,443
GP4	0,739	0,033	0,561	0,448
GP5	0,766	-0,035	0,677	0,593
GP6	0,814	-0,092	0,687	0,487
GP7	0,840	-0,050	0,637	0,517
GP8	0,831	0,030	0,664	0,555

SK1	0,016	0,843	-0,119	0,134
SK2	-0,047	0,856	-0,171	0,044
SK3	-0,134	0,808	-0,250	0,002
SK4	-0,062	0,814	-0,171	0,028
SK5	-0,039	0,820	-0,130	-0,004
SK6	-0,044	0,824	-0,143	0,127
SK7	0,035	0,837	-0,126	0,058
SK8	0,016	0,798	-0,131	0,067
JS1	0,700	-0,194	0,865	0,510
JS2	0,574	-0,144	0,824	0,563
JS3	0,540	-0,045	0,751	0,548
JS4	0,628	-0,138	0,780	0,508
JS5	0,693	-0,205	0,841	0,459
JS6	0,659	-0,145	0,819	0,475
JS7	0,645	-0,224	0,793	0,509
JS8	0,513	-0,166	0,772	0,455
EP1	0,545	0,047	0,551	0,868
EP2	0,596	0,026	0,561	0,843
EP3	0,589	0,061	0,571	0,880
EP4	0,563	0,103	0,540	0,855
EP5	0,422	0,108	0,463	0,811
EP6	0,489	0,001	0,489	0,855

Source: SmartPLS Processed Data (2025)

Based on Table 10 above, the Discriminant Validity Test using Cross Loading shows that the loading factor values of each indicator on its corresponding construct are higher than the loading factor values of the same indicator on other constructs (as highlighted in the table). This indicates that the indicators used in this research questionnaire have a strong relationship with their respective variables, meaning that the indicators and constructs are valid and serve as appropriate measurement tools in this study.

Table 11. Inter-Variable Correlation Values

	Leadership Style	Job Stress	Job Satisfaction	Employee Performance
Leadership Style	0,799			
Job Stress	-0,049	0,825		
Job Satisfaction	0,772	-0,197	0,806	
Employee Performance	0,632	0,068	0,624	0,852

Source: SmartPLS Processed Data (2025)

Based on Table 11, it can be seen that the correlations among the latent construct variables show higher values compared to their correlations with other variables. Thus, it can be concluded that this study does not encounter multicollinearity issues.

c. Collinearity Assessment

The collinearity assessment in the structural model follows the same principles applied in formative measurement models, namely by examining the Variance Inflation Factor (VIF) values. VIF values must be below 5.0. This condition indicates that the model does not experience multicollinearity problems among the predictor variables toward the response variable, allowing the analysis to proceed to the next stage (Hair Jr et al., 2017).

Table 12. Collinearity Assessment Results

	VIF
EP1	3.250
EP2	2.835
EP3	3.368

EP4	2.675
EP5	2.574
EP6	3.624
GP1	2.342
GP2	2.251
GP3	2.612
GP4	1.941
GP5	1.972
GP6	2.456
GP7	2.728
GP8	2.774
JS1	3.772
JS2	2.921
JS3	2.723
JS4	2.184
JS5	3.305
JS6	2.705
JS7	2.545
JS8	2.811
SK1	3.579
SK2	4.119
SK3	2.386
SK4	2.539
SK5	2.808
SK6	2.927
SK7	3.960
SK8	2.577

Source: SmartPLS Processed Data (2025)

Based on the analysis results shown in Table 12, all variables have VIF values < 5 , indicating that the model does not experience multicollinearity. Thus, all independent variables can be used because they do not excessively influence one another.

4.2.1.2. Instrument Reliability Test

The next step in the analysis process is to ensure that no measurement-related issues are present. Therefore, a final evaluation of the outer model is conducted by testing unidimensionality, which includes the assessment of composite reliability and Cronbach's alpha. The reliability test is used to determine the level of consistency and dependability of a measuring instrument employed in a study, such as Cronbach's Alpha and Composite Reliability.

a. Composite Reliability

Composite Reliability is a method used to assess how reliable each indicator is in measuring a construct. An instrument is considered to have good reliability if the composite reliability value exceeds 0.70, although values approaching 0.60 may still be deemed acceptable (Abdillah & Hartono, 2015; Hair Jr et al., 2017). The composite reliability results are presented below.

Table 13. Composite Reliability Values

Variable	Composite reliability (rho c)	Description
Leadership Style	0.934	Reliable
Job Stress	0.945	Reliable
Job Satisfaction	0.937	Reliable
Employee Performance	0.941	Reliable

Source: SmartPLS Processed Data (2025)

The reliability test results using the Composite Reliability values shown in Table 13 indicate that all research variables Leadership Style, Job Stress, Job Satisfaction, and Employee Performance have values above 0.700. This demonstrates that all constructs in this study possess good internal consistency and are considered reliable.

b. Cronbach's Alpha

The reliability assessment of the instrument can be strengthened through Cronbach's Alpha analysis. A construct is considered reliable if it has a Cronbach's Alpha value greater than 0.70. The results of the Cronbach's Alpha analysis are presented below.

Table 14. Cronbach's Alpha

Variable	Cronbach's alpha	Description
Leadership Style	0.919	Reliable
Job Stress	0.934	Reliable
Job Satisfaction	0.923	Reliable
Employee Performance	0.925	Reliable

Source: SmartPLS Processed Data (2025)

In Table 14 above, the results show that the Cronbach's Alpha values for all constructs are above 0.7. This indicates that each construct has strong reliability and that there are no issues related to reliability or unidimensionality in the model used. Based on the analysis of the outer model, all indicators are declared valid and reliable. Therefore, the study can proceed to the inner model analysis.

4.2.2. Inner Model

The evaluation of the Structural Model (Inner Model) is conducted to examine the relationships between independent and dependent variables, as well as to assess the effectiveness of the model in predicting outcomes. Several tests included in the Inner Model analysis are the R-Square (R^2) test and the Chi Square (Q-Square/ Q^2) predictive relevance test.

4.2.2.1. Coefficient of Determination (R Square)

a) Coefficient of Determination

The coefficient of determination assesses the level of accuracy in a prediction. Generally, an R^2 value of 0.75 indicates that the model has strong predictive accuracy, an R^2 value around 0.50 indicates moderate predictive accuracy, and an R^2 value around 0.25 indicates weak predictive accuracy (Hair Jr et al., 2017).

Tabel 15. R Square (R^2)

	R-square	R-square adjusted
Job Satisfaction	0.621	0.615
Employee Performance	0.470	0.458

Source: SmartPLS Processed Data (2025)

The R-Square values of 0.458 and 0.615 fall into the moderate category. This indicates that the variability of the dependent variables can be explained by the independent variables. Thus, the model demonstrates an adequate level of predictive capability.

b) Predictive Relevance

The Q^2 value is calculated using the blindfolding technique. As an indicator of predictive capability, a Q^2 value of 0.02 indicates low predictive relevance, a value of 0.15 indicates medium predictive relevance, and a value of 0.35 indicates high predictive relevance (Hair Jr et al., 2017).

Table 16. Predictive Relevance

	Q-square
Job Satisfaction	0.594
Employee Performance	0.384

Source: SmartPLS Processed Data (2025)

Thus, it can be interpreted that the tested variables possess strong predictive relevance.

4.2.3. Hypothesis Testing

The analysis of coefficients in the structural model is used to test the hypotheses and determine whether relationships exist between variables. If the p-value is less than α (0.05), the relationship between variables is considered significant. Conversely, if the p-value is greater than α (0.05), the relationship is deemed not significant (Hair Jr et al., 2017).

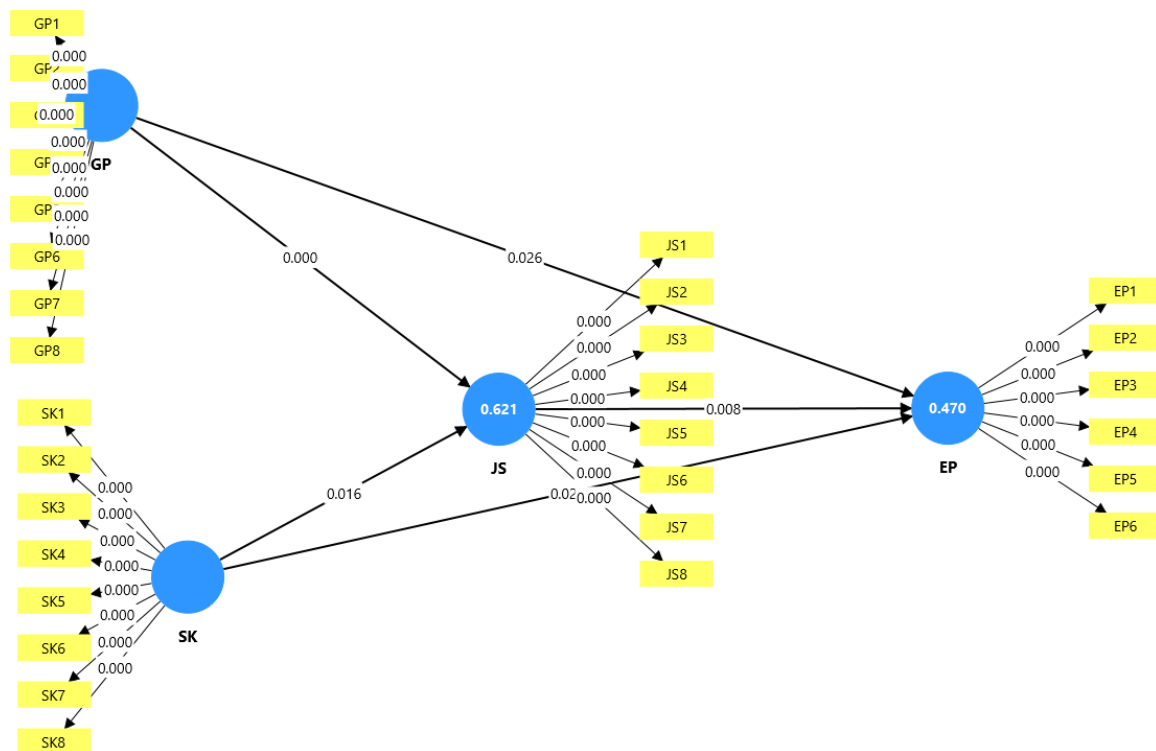


Figure 4. Results of the Structural Path Bootstrapping Test

4.2.3.1. Direct Effect Hypotheses

Table 17. Direct Effect Hypotheses

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P values
Leadership Style → Job Satisfaction	0.764	0.764	0.047	16.262	0.000
Leadership Style → Employee Performance	0.330	0.319	0.148	2.225	0.026
Job Stress → Job Satisfaction	0.160	0.163	0.067	2.400	0.016
Job Stress → Employee Performance	0.163	0.162	0.072	2.269	0.023
Job Satisfaction → Employee Performance	0.401	0.411	0.151	2.664	0.008

Based on the table above, the results that can be reported in this study are as follows:

1. Leadership Style Has a Positive Effect on Job Satisfaction
Based on the SmartPLS analysis presented in Table 4.13, it is found that Leadership Style has a positive effect on Job Satisfaction. This finding is supported by an Original Sample (O) value of 0.764, a T-Statistics value of 16.262 (exceeding 1.96), and a P-Value of 0.000 (less than 0.05). Thus, Hypothesis 1 (H1) is accepted (proven).
2. Leadership Style Has a Positive Effect on Employee Performance
The SmartPLS analysis (see Table 4.13) shows that Leadership Style positively influences Employee Performance. This is reflected in the Original Sample (O) value = 0.330, T-Statistics = 2.225 (greater than 1.96), and P-Value = 0.026 (less than 0.05). Therefore, the second hypothesis is proven.
3. Job Stress Has a Positive Effect on Job Satisfaction
The SmartPLS analysis results presented in Table 4.13 indicate that Job Stress positively affects Job Satisfaction. This is shown by the Original Sample (O) = 0.160, T-Statistics = 2.400 (> 1.96), and P-Value = 0.016 (< 0.05). Thus, the third hypothesis is proven.
4. Job Stress Has a Positive Effect on Employee Performance
The SmartPLS analysis results presented in Table 4.13 show that Job Stress positively affects Employee Performance. This is evidenced by the Original Sample (O) = 0.163, T-Statistics = 2.269 (> 1.96), and P-Value = 0.023 (< 0.05). Therefore, the fourth hypothesis is proven.
5. Job Satisfaction Has a Positive Effect on Employee Performance
The SmartPLS analysis presented in Table 4.13 indicates that Job Satisfaction positively influences Employee Performance. This is observed from the Original Sample (O) = 0.401, T-Statistics = 2.664 (> 1.96), and P-Value = 0.008 (< 0.05). Hence, the fifth hypothesis is proven.

4.2.3.2. Indirect Effect Hypotheses

Table 18. Indirect Effect Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P values
Leadership Style → Job Satisfaction → Employee Performance	0.307	0.317	0.124	2.478	0.013
Job Stress → Job Satisfaction → Employee Performance	-0.064	-0.064	0.032	1.992	0.046

Based on the table above, the results that can be reported in this study are as follows:

1. Leadership Style Has a Positive Effect on Employee Performance Mediated by Job Satisfaction
The data processed using SmartPLS, as presented in Table 4.13, indicates that Leadership Style exerts a positive effect on Employee Performance through the mediating role of Job Satisfaction. This finding is demonstrated by an Original Sample (O) value of 0.307, a T-Statistics value of 2.478 (> 1.96), and a P-Value of 0.013 (< 0.05). Therefore, the sixth hypothesis is proven.
2. Job Stress Has a Positive Effect on Employee Performance Mediated by Job Satisfaction
The data processed using SmartPLS, as displayed in Table 4.13, shows that Job Stress has a positive effect on Employee Performance through the mediating role of Job Satisfaction. This is evidenced by the Original Sample (O) value of -0.064, a T-Statistics value of 1.992 (greater than 1.96), and a P-Value of 0.046 (less than 0.05). Thus, the seventh hypothesis is accepted.

4.3. Discussion

4.3.1. The Influence of Leadership Style on Job Satisfaction

The results of this study show that Leadership Style has a positive effect on Job Satisfaction. This means that a strong and positive leadership style at Ukrida Hospital can enhance employees' sense of satisfaction at work. This finding aligns with previous research indicating that leaders who inspire, support, and encourage participation tend to make employees more satisfied and happier (Lestari, Purwatiningsih, Febriana, & Kadarningsih, 2025). As cited in a study by Zaky (2021), a positive leadership style contributes to improved employee performance, which in turn indirectly influences their level of job satisfaction. This result is consistent with the research question that seeks to determine

whether the leadership style applied can increase job satisfaction. The leadership style practiced by supervisors is considered adequate and is proven to positively influence employee satisfaction. Respondent data indicate that supervisors apply a professional leadership approach when giving direction and making decisions, creating a sense of satisfaction among staff. Moreover, this finding is aligned with the research objective regarding the analysis of the influence of leadership style on job satisfaction. Therefore, this study provides concrete (empirical) evidence that implementing an effective and positive leadership style can enhance employee job satisfaction, thereby addressing an essential part of the overall research objectives.

4.3.2. The Influence of Leadership Style on Employee Performance

The results show that leadership style has a positive effect on employee performance at Ukrida Hospital. Effective leadership characterized by the ability to deliver clear direction, accept and consider employees' opinions, provide guidance, and offer constructive feedback has been proven to enhance employee motivation and sense of responsibility. Increased motivation and commitment subsequently encourage employees to work more productively and demonstrate optimal performance. These findings are in line with previous studies emphasizing that leadership style plays a significant role in shaping employee performance. For instance, the study *Leadership Style and Nurse Performance in the Inpatient Ward of Muhammadiyah Gresik Hospital: A Cross-sectional Study* Sholichah, Widiharti, and Sari (2023) reported that a democratic leadership style is strongly associated with nurse performance.

Thus, leadership style not only fosters a conducive work environment but also strengthens employee productivity and work outcomes—critical components of operational success at Ukrida Hospital. These findings reinforce the theoretical framework of transformational and transactional leadership, which highlights the benefits of participative and supportive leadership behaviors. This result also answers the main research question: “Does leadership style influence employee performance at Ukrida Hospital?” Based on respondent data, employees feel that leaders at Ukrida Hospital not only provide instructions but also recognize their achievements, remain open to suggestions, and actively communicate, making employees feel valued and motivated to improve their performance. This confirms that leadership style is not limited to command-and-control approaches, but also includes empowerment and constructive communication, which positively impact employee performance. Therefore, this study presents significant empirical evidence that effectively addresses the research question.

4.3.3. The Influence of Job Stress on Job Satisfaction

The results of this study show a positive relationship between job stress and employee job satisfaction at Ukrida Hospital. This means that the higher the level of job stress experienced by employees such as high work demands, time pressure, and emotional responsibility toward patients the greater the level of job satisfaction they report. This indicates that, within the context of Ukrida Hospital, job stress is not always a negative factor that reduces satisfaction; rather, under certain conditions, it can serve as a motivational driver that enhances job satisfaction. These findings support previous studies showing that moderate levels of job stress or stress perceived as a challenge (challenge stressors) can increase job satisfaction because they create a sense of achievement and task fulfillment. For example, the study *Unveiling Job Satisfaction Through Work Stress Among University Staff*, Afiq, Turnip, and Lubis (2024) found that “job stress positively influences job satisfaction” in higher education work environments. Similarly, at Ukrida Hospital, job stress appears to function as a stimulus that fosters employee satisfaction rather than simply as a burden.

Based on respondent data, although employees face work pressures such as high patient loads, flexible work hours, and substantial emotional responsibility, they feel that such pressures make their work more meaningful and provide a sense of satisfaction when they successfully complete their tasks. These results reinforce that, in the context of Ukrida Hospital, job stress is not merely a factor that reduces satisfaction, but can become part of a mechanism that enhances job satisfaction through feelings of achievement, personal development, and recognition of performance. Therefore, this study provides relevant empirical evidence that job stress is a significant variable influencing job satisfaction among Ukrida Hospital employees. Job stress should be considered in hospital human resource management

strategies not only to mitigate its negative effects, but also to harness its positive aspects (such as increased responsibility and realistic challenges) to improve job satisfaction.

4.3.4. The Influence of Job Stress on Employee Performance

Based on the research findings, job stress has a positive effect on employee performance at Ukrida Hospital. Employee responses indicate that although workloads often increase especially during periods of high patient volume—these conditions are perceived as drivers of professionalism and optimal work outcomes. Employees feel challenged to complete tasks effectively, maintain service quality, and work more carefully, leading to improved performance. This aligns with Ismail (2022), who found that despite frequent increases in workload, such conditions can encourage professionalism, accuracy, and performance improvement. Thus, it can be concluded that in the context of Ukrida Hospital, job stress serves as a factor that can enhance performance when managed properly, such as through clear task distribution, managerial support, and a collaborative work environment. Therefore, job stress is not only an aspect that needs to be controlled, but also a potential source of positive energy that can elevate employee achievement.

4.3.5. The Influence of Job Satisfaction on Employee Performance

Based on the research data analysis, the results show that job satisfaction has a positive effect on employee performance at Ukrida Hospital. This means that the higher the level of job satisfaction felt by employees, the higher the performance they produce. Job satisfaction that arises from a comfortable work environment, harmonious relationships among colleagues, recognition for achievements, and appropriate compensation encourages employees to work more optimally and deliver the best performance outcomes. The findings of this study are consistent with previous studies. For example, the study conducted by Melly, Qodriah, and Risdianto (2025) shows that job satisfaction has a positive and significant effect on employee performance in the healthcare service sector. The study emphasizes that employees who feel satisfied with their work tend to demonstrate better performance. Therefore, the results of this research further strengthen empirical evidence that job satisfaction is an important factor that determines performance levels within a public service organization.

4.3.6. The Influence of Leadership Style on Employee Performance with Job Satisfaction as a Mediation Variable

Based on the results of the research conducted, it is known that when leadership style is perceived as fair, supportive, and encouraging participation, employees feel more appreciated and satisfied with their jobs, which ultimately motivates them to improve their performance. Thus, it can be understood that job satisfaction plays an important mediating role that positively influences and strengthens the relationship between leadership style and employee performance. When employees feel satisfied with their work environment, feel valued, and maintain harmonious working relationships, they develop higher intrinsic motivation to achieve work targets, resulting in improved performance. This explains why the influence of leadership style on performance becomes stronger when job satisfaction is at a high level.

This research is supported by other academic findings, such as the study conducted by (Alqawiyyu & Putra, 2023). In their study, they proved the significant mediating role of job satisfaction in the relationship between leadership style and employee performance in a public service setting. Their findings emphasize that effective leadership style has a dual impact: first, it directly improves performance, and second, indirectly improves performance by increasing job satisfaction, which in turn contributes to more optimal performance outcomes.

4.3.7. The Influence of Job Stress on Employee Performance with Job Satisfaction as a Mediation Variable

Based on the hypothesis testing results of this final variable, it was found that job stress has a positive effect on employee performance at Ukrida Hospital, and this effect becomes stronger when mediated by job satisfaction. This means that work pressure arising from job demands, fast work rhythms, tight deadlines, and heavy responsibilities in the hospital environment can increase job satisfaction and ultimately improve employee performance. In the context of Ukrida Hospital, which operates in a

dynamic healthcare service environment, job stress can be perceived as a professional challenge that stimulates enthusiasm, focus, and a sense of achievement. The findings of this study are consistent with the study conducted by Afiq et al. (2024), which shows that job stress categorized as a “challenge stressor” can increase both job satisfaction and employee performance, because individuals perceive challenging work as something meaningful that motivates them to achieve the best results.

5. Conclusions

5.1. Conclusion

Based on the data analysis and research findings, it can be concluded that:

1. Leadership style has a positive effect on employee performance at Ukrida Hospital. The better the leadership style applied, the higher the employee performance.
2. Leadership style has a positive effect on employee job satisfaction. Supportive, communicative leadership that provides appreciation increases job satisfaction.
3. Job stress has a positive effect on employee job satisfaction. Work pressure perceived as a challenge can increase the sense of achievement and job satisfaction.
4. Job stress has a positive effect on employee performance. Work pressure within reasonable limits can drive productivity and performance improvement.
5. Job satisfaction has a positive effect on employee performance. Satisfied employees tend to work more optimally and provide the best service.
6. Leadership style has a positive effect on employee performance through job satisfaction as a mediating variable. Job satisfaction strengthens the relationship between leadership style and performance.
7. Job stress has a positive effect on employee performance through job satisfaction as a mediating variable. Job satisfaction becomes a psychological bridge that transforms work stress into improved performance.

5.2. Suggestions

5.2.1. Theoretical Suggestions

1. Future research is recommended to expand the research variables. This study only used Leadership Style, Job Stress, Job Satisfaction, and Employee Performance. Future researchers may add variables such as organizational commitment, work environment, employee engagement, or reward systems to obtain more comprehensive results.
2. Expand the number and geographical scope of respondents. A limitation of this study is that the sample only included employees of Ukrida Hospital; therefore, the findings cannot be widely generalized. Future studies may involve multiple hospitals or different industrial sectors to strengthen external validity.
3. Use different research methods. This study used a quantitative approach and questionnaires. Future research may combine mixed methods (quantitative and in-depth interviews) to gain a deeper understanding of empirical conditions.
4. Future studies may consider moderating factors. For example, age, tenure, or job type as moderators to determine whether variable relationships differ across certain groups

5.2.2. Practical Suggestions

1. Strengthen the implementation of supportive and communicative leadership styles. Based on the findings showing a positive effect on performance, management at Ukrida Hospital needs to enhance leader–subordinate relationships, provide clearer direction, and improve trust and emotional support.
2. Manage and reduce employee job stress levels. The hospital may provide stress management programs, psychological counseling, job rotation, workload adjustments, and coping skill training to maintain a healthy work environment.
3. Improve job satisfaction enhancement programs. Ukrida Hospital is advised to pay attention to compensation systems, career development, fairness in performance appraisal, and a harmonious work atmosphere to increase satisfaction and work motivation.

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