



Mediation Job Satisfaction: Transformational Leadership, Internal Communication and Organizational Culture to Increase Employee Engagement

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Abstract

This study aims to determine how much influence transformational leadership, internal communication and organizational culture have on employee engagement through job satisfaction as an intervening variable at Sijunjung Hospital. This research study uses quantitative analysis with a total sample of 11 employees. The sampling technique in this study is by census, namely the entire population is a sample of 114 employees of Sijunjung Hospital. The validity and reliability of the outer model were assessed through SmartPLS analysis, while the smartPLS inner model was used to test hypotheses. The results obtained based on the Partial Test (t test) obtained: a) there is no significant effect of transformational leadership on job satisfaction, b) there is a significant influence of internal communication on job satisfaction, c) there is a significant influence of organizational culture on job satisfaction, d) there is significant effect of transformational leadership on employee engagement, e) there is a significant effect of internal communication on employee engagement, f) significant effect of job satisfaction on employee engagement, g) job satisfaction cannot mediate the effect of transformational leadership on employee engagement, h) job satisfaction can mediate the effect internal communication on employee engagement, f) job satisfaction can mediate the influence of organizational culture on employee engagement

Keywords: Internal communication, Organizational culture, Transformasiona leadership, Employee engagement

Introduction

Indonesia is currently entering the era of the industrial revolution 4.0, one of which is marked by digitalization and automation. All these changes encourage people to adapt because in the end this industrial revolution will change behavior, ways of working, and demands (Sahertian, 2020).. Of course, the impact of this has been felt in various sectors.

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Starting from the economy, social culture, politics, education and health. One of the impacts arising from the industrial revolution 4.0 in the health sector is health infrastructure or facilities. One of the health facilities owned by a country is a hospital. The hospital is updating digital and automatic systems in the health care system.

In line with the era of the industrial revolution 4.0, this change in concept does not only touch the all-digital and automatic realm of work, but also the workers themselves. According to (Sahertian, 2020) the key to success of change lies in human resources as initiators and agents of continuous change, forming processes and culture which simultaneously increase the ability for organizational change. Facing these situations and conditions, it is necessary for an organization to carry out appropriate management strategies and policies, especially in the field of human resources (Arif Darmawan, 2017). Superior resources with high quality are the demands of every organization in order to be able to achieve the set goals (Murniasih, 2021).

Improving the quality of hospital staff depends on the number and quality of the hospital staff itself. Lack of employees will affect the workload of employees. However, on the contrary, an excessive number of workers will result in waste and can reduce the quality of service because the time spent on service becomes ineffective (Kiekas, 2019). One way to improve the quality of employees is to increase employee engagement with their duties and roles in the hospital. If this is not improved, then later it will be able to worsen the output of the hospital. Because nurses are required to always be able to find the best solutions, options and outcomes for patients who provide an overview of knowledge which is the best possibility in the international world.

The emergence of the concept of employee engagement in these two decades has become an important issue discussed by companies in organizational behavior. Employee engagement plays an important role in efforts to improve employee performance. Employee engagement is an investment in the physical, cognitive and emotional energy of employees which has an impact on employee performance (Robbins, 2017). According to (Harter, 2021) employees who are tied to their company can encourage performance and increase competitive advantage in business. (Schaufeli, 2019) states that employee engagement has several advantages, namely increasing company profits, increasing customer satisfaction, minimizing turnover, minimizing employee complaints, increasing productivity, reducing absenteeism, and reducing work accidents.

Employees who have a low level of engagement will have an impact on the organization and themselves. The impact on the organization itself is that employees can affect the organization's income and show negative behavior such as often making problems and fatal mistakes. RSUD Sijunjung is one of the regional hospitals providing health service facilities, required to provide optimal service and improve performance employees to work properly. The problems that occur at the Sijunjung Hospital are marked by the failure to achieve targets and realization at the Sijunjung Hospital in 2022, as shown in the following table:

Tabel 1. Target and Realization of Sijunjung Hospital

Sasaran Strategis/Program	Indikator Kinerja Utama	Satuan	Target	Realisasi
Realization of health services "beyond experience" (exceeding expectations)	Patient satisfaction percentage	Percent	100%	88,13%
	Percentage of responses to complaints	Percent	100%	89,78%
Realization of superior respiratory services;	Nett Death Rate	Percent	24%	63,44%
Realization of public hospitals as a vehicle for education, training and research;	Number of educational institutions that cooperate	Activity	28	28
	Number of published studies	Activity	2	2
	Number of published trainings	Activity	2	2
Realization of strategic cooperation in health services	Number of institutions that cooperate in health services	Institution	7	6
The establishment of an accredited hospital	Percentage of implementation of SISROUTE in UPT Vertical Hospital	Percent	100%	90%
	Achievement of SNARS Accreditation	Achievement	Accompaniment	Accompaniment
The realization of a transparent and accountable hospital management system;	Number of Clinical Pathways fulfilled	CP	22	21
	Percentage of follow-up on audit findings	Percent	100	100
Realization of reliability of facilities and infrastructure;	Permissions resolved	Percent	Issuance of permissions	The publication is published
Realization of capacity building and HR capability	Percentage of all employees who attended competency development ≥ 20 hours	Percent	90%	95%
The realization of an integrated hospital information system	Percentage if integrated IT system	Percent	100%	95%
Realization of facilities and infrastructure in accordance with hospital standards	Percentage reliability level of facilities and infrastructure (Overall Equipment Effectiveness/OEE)	Percent	100%	90%

Sources: Sijunjung Hospital (2022)

Based on table 1 above, it can be seen that there are several program strategic targets and performance indicators that are not yet optimal where the program's strategic goals are an

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increase in the achievement of national health indicators with an indicator of the percentage of successful treatment of TB patients in all cases (success rate) has a target of 100% but the new achieved 86.43%, the realization of health services "beyond experience" (exceeding expectations) had a target of 100% but only reached 88.13 and the percentage of responses to complaints had a target of 100% but only reached 89.58%, the realization of cooperation the health service strategy has a target of 7 institutions but only 6 institutions have been achieved, the realization of a hospital management system that is transparent and accountable with indicators of the number of Clinical Pathways being met has a target of 22 CP but only 21 CP has been achieved, the realization of an increase in HR capacity and capability with percentage indicators all employees participating in competency development ≥ 20 hours have a target of 100% but only 90% has been achieved, the realization of an integrated hospital information system with an integrated IT system percentage indicator has a target of 100% but only 95% has been achieved and the realization of facilities and infrastructure is in accordance with hospital standards with indicators Percentage of reliability of facilities and infrastructure (Overall Equipment Effectiveness/OEE) has a target of 100% but only 90% has been achieved.

This shows that the target and realization of Madina Hospital have not been achieved due to the lack of optimal work productivity of employees at Sijunjung Hospital. There are several factors that result in non-optimal productivity caused by workload, organizational commitment and organizational commitment. The large number of employees who resign will disrupt work effectiveness and efficiency because it will make the company recruit again and conduct training for these new employees. From the table above it can also be concluded that high turnover is caused by employees feeling uncomfortable at work, less harmonious relationships among co-workers, feeling there is no career development and low salaries. Because some of these things make employees less enthusiastic and less enjoy the work being done so that it makes employees have the desire to leave the place where they work.

Literature Review

Employee Engagement

(Bakker, 2018) agree that employee engagement is the best context and is characterized by a high level of energy and a strong support with one's job. Or if interpreted, engagement is something that is desired, has organizational goals and has psychological and behavioral aspects that involve energy, enthusiasm, and focused effort. Employee engagement as a way of working designed to ensure that employees are committed to the goals and values of their organization, are motivated to contribute to the success of the organization, and at the same time are able to increase their sense of well-being

Job Satisfaction

According to (Yukl, 2019) job satisfaction is a person's feelings towards work, which can be seen from the positive attitude of employees towards work and everything that is encountered in the work environment. Job satisfaction is an assessment of workers, namely how far their work as a whole can satisfy their needs. (Ramadhi & Amri, 2021) Employees who can enjoy job satisfaction in this job, will choose to prioritize their work over the

remuneration/wages obtained from their work. Employees will feel more satisfied if the remuneration is proportional to the work done

Transformational Leadership.

(Sunyoto, 2018) Transformational leadership is the last approach that has been hotly discussed in the last two decades. If the situational model focuses more on the leadership style that is suitable for the status quo, then the Chande agency model emphasizes the appropriate leadership alternative for making changes. One of the most comprehensive theories of change agents is the theory of transformational leadership and transactional leadership.

Internal Communication

According to (Suranto, 2019) internal communication is communication that takes place within an organization in essence to establish good relations between internal publics, between various subsystems, so as to enable work synergy to be achieved. The idea that internal communication only includes attempts to explain company policies or open a complaint forum is too simplistic and frivolous, because it oversimplifies or oversimplifies the actual situation. Cases that occur such as disputes between employees and management, absenteeism from work, lack of discipline, low motivation, low productivity, and so on indicate that these problems cannot be solved by managerial activities alone (for example: employment contracts, payroll systems), but require communication skills to solve it

Organizational Culture

According to (Schein, 2018) organizational culture is a pattern of shared assumptions as learning to overcome internal and external problems, taught to new members as the correct way to understand, think and feel these problems. Organizational culture is used as a controller and direction in shaping the attitudes and behavior of humans in the organization. Organizational culture is expected to have a positive influence on the personal members of the organization as well as on the organization in terms of achieving the vision and mission and goals of the organization.

Research Method

The population in this study were all employees of Madina Hospital as many as 114 employees. The sample is part or the number and characteristics possessed by the population. If the population is large, and it is impossible for the researcher to study everything in the population, for example due to limited funds, manpower and time, then the researcher will take a sample from that population. What is learned from the sample, the conclusions will be applied to the population? For this reason, samples taken from the population must be truly representative (Sugiyono, 2019). The sampling technique in this study was by census, that is, the entire population became a sample of 114 Sijunjung Hospital employees.

Testing the research hypothesis was carried out using the Partial Least Square (PLS) based Structural Equation Model (SEM) approach. PLS is a component- or variant-based structural equation model (SEM). The Structural Equation Model (SEM) is a field of

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statistical study that can test a series of relationships that are relatively difficult to measure simultaneously (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2019).. According to (Ghozali, 2020) the Structural Equation Model (SEM) based on Partial Least Square (PLS) is an alternative approach that shifts from a covariance-based SEM approach to a variant-based one. Covariance-based SEM generally tests causality or theory while PLS is more of a predictive model. However, there is a difference between covariance-based SEM and component-based PLS in the use of structural equation models to test theories or develop theories for prediction purposes. The path analysis that will be used in this study is the Structural Equation Model (SEM) partial least squares (PLS) using Smart PLS 3.3 software.

Result/Findings

Convergent Validity

Tabel 2 Loading Factor

Item	Organizational Culture (X3)	Employee Engagament (Y)	Transformasional Leadership (X1)	Job Satisfaction (Z)	Internal Communication (X2)
X1.10			0,688		
X1.4			0,729		
X1.5			0,723		
X1.6			0,715		
X1.7			0,782		
X1.8			0,679		
X1.9			0,707		
X2.1					0,716
X2.10					0,799
X2.2					0,840
X2.3					0,805
X2.4					0,772
X2.5					0,752
X2.8					0,606
X2.9					0,830
X3.1	0,675				
X3.10	0,739				
X3.2	0,695				
X3.3	0,711				
X3.4	0,783				
X3.5	0,793				
X3.6	0,694				
X3.7	0,674				
X3.8	0,635				
X3.9	0,709				
Y1.10		0,731			
Y1.5		0,714			
Y1.6		0,661			
Y1.7		0,674			
Y1.8		0,801			
Y1.9		0,741			

Z1.1				0,711	
Z1.10				0,685	
Z1.2				0,701	
Z1.5				0,790	
Z1.6				0,705	
Z1.7				0,673	
Z1.8				0,718	
Z1.9				0,683	

Source: Primary Data Processed (2022)

Based on the table above, it can be seen that many of the research variable indicators each have an outer loading value > 0.60 , so it can be concluded that the statement above is declared feasible or valid for research use and can be used for further analysis

Discriminant Validity

Tabel 3. Cross Loading

Item	Organizational Culture (X3)	Employee Engagement (Y)	Transformasional Leadership (X1)	Job Satisfaction (Z)	Internal Communication (X2)
X1.10	0,488	0,505	0,688	0,407	0,426
X1.4	0,458	0,417	0,729	0,377	0,424
X1.5	0,413	0,424	0,723	0,291	0,389
X1.6	0,503	0,514	0,715	0,428	0,310
X1.7	0,398	0,483	0,782	0,406	0,418
X1.8	0,372	0,351	0,679	0,382	0,381
X1.9	0,343	0,380	0,707	0,347	0,273
X2.1	0,448	0,554	0,459	0,462	0,716
X2.10	0,483	0,464	0,463	0,410	0,799
X2.2	0,502	0,663	0,506	0,531	0,840
X2.3	0,464	0,605	0,402	0,420	0,805
X2.4	0,395	0,531	0,406	0,478	0,772
X2.5	0,324	0,512	0,271	0,341	0,752
X2.8	0,316	0,282	0,236	0,321	0,606
X2.9	0,544	0,516	0,397	0,450	0,830
X3.1	0,675	0,604	0,384	0,478	0,458
X3.10	0,739	0,611	0,497	0,475	0,474
X3.2	0,695	0,476	0,402	0,433	0,488
X3.3	0,711	0,502	0,336	0,439	0,539
X3.4	0,783	0,558	0,548	0,354	0,440
X3.5	0,793	0,609	0,515	0,512	0,379
X3.6	0,694	0,422	0,385	0,345	0,357
X3.7	0,674	0,473	0,489	0,382	0,322
X3.8	0,635	0,519	0,295	0,337	0,222
X3.9	0,709	0,572	0,388	0,463	0,367
Y1.10	0,538	0,731	0,369	0,546	0,505
Y1.5	0,532	0,714	0,466	0,551	0,542
Y1.6	0,566	0,661	0,502	0,442	0,369

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Y1.7	0,581	0,674	0,465	0,413	0,473
Y1.8	0,579	0,801	0,505	0,562	0,585
Y1.9	0,492	0,741	0,372	0,510	0,489
Z1.1	0,440	0,473	0,365	0,711	0,351
Z1.10	0,445	0,423	0,321	0,685	0,288
Z1.2	0,444	0,507	0,427	0,701	0,438
Z1.5	0,432	0,507	0,522	0,790	0,404
Z1.6	0,436	0,535	0,483	0,705	0,369
Z1.7	0,344	0,477	0,327	0,673	0,424
Z1.8	0,468	0,493	0,305	0,718	0,405
Z1.9	0,393	0,544	0,236	0,683	0,500

Source: Primary Data Processed (2022)

Based on the table above, it can be seen from the cross loading results in table 4.6 showing that the correlation value of the construct with the indicators is greater than the correlation value with other constructs. Thus, all constructs or latent variables already have good discriminant validity in constructing their respective variables.

Average Variance Extrated (AVE)

Tabel 4. Hasil Average Variant Extracted (AVE)

Variabel	Average Variance Extracted (AVE)
Organizational Culture (X3)	0,507
Employee Engagment (Y)	0,521
Transformasional Leadership (X1)	0,516
Job Satisfaction (Z)	0,503
Internal Communication (X2)	0,590

Source: Primary Data Processed (2022)

Based on the table above, it can be seen that all the constructs or variables above meet the criteria of good validity. This is indicated by the Average Variance Extracted (AVE) value above 0.50 as the recommended criteria. And thus it can be stated that each variable has good discriminant validity

Reliability

Tabel 5. Composite Reability

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Decision
Organizational Culture (X3)	0,891	0,895	0,911	Reliable
Employee Engagment (Y)	0,815	0,818	0,867	Reliable
Transformasional Leadership (X1)	0,844	0,847	0,881	Reliable
Job Satisfaction (Z)	0,858	0,860	0,890	Reliable
Internal Communication (X2)	0,900	0,911	0,920	Reliabel

Source: Primary Data Processed (2022)

Based on the table above, it can be seen that the value of composite reliability and Cronbach's alpha is above 0.71, so it can be concluded that the construct has good reliability. and has a high level of reliability so that it is in accordance with the minimum value limit that has been required. Then, when viewed from the composite reliability value, it is almost close to one (1), which means that the questionnaire used is reliable with a reliability coefficient level ranging from 0.8 to 1.0 which indicates that all the variables used have a high reliability coefficient. For rho_A having a value greater than > 0.7 this indicates that the four latent variables have met the established criteria so that it can be explained that these latent variables have good reliability as a measuring tool

Inner Model

R Square

Tabel 6. Hasil Uji R Square

Variable	R Square	R Square Adjusted
Employee Engagament (Y)	0,726	0,715
Job Satisfaction (Z)	0,453	0,436

Source: Primary Data Processed (2022)

Based on the table above, it can be seen that the R-square value for the employee engagement variable is 0.715 which can be interpreted that the magnitude of the influence of transformational leadership, internal communication and job satisfaction variables on employee engagement is 71.5% while the remaining 28.5% is explained by other variables outside of this research. Then the R-square value for the job satisfaction variable is 0.436 which means that 46.6% of the job satisfaction variable is influenced by transformational leadership and internal communication variables, while the remaining 56.6% is influenced by other variables outside this study

Hypothesis

Tabel 7. Direct Influence

Direct Influence	Original Sample (O)	T Statistics (O/STDEV)	P Values	Decision
Organizational Culture (X3) -> Employee Engagament (Y)	0,384	5,173	0,000	Accepted
Organizational Culture (X3) -> Job Satisfaction (Z)	0,329	3,623	0,000	Accepted
Transformasional Leadership (X1) -> Employee Engagament (Y)	0,114	1,468	0,143	Ditolak
Transformasional Leadership (X1) -> Job Satisfaction (Z)	0,189	1,914	0,056	Ditolak
Job Satisfaction (Z) -> Employee Engagament (Y)	0,263	3,216	0,001	Accepted
Internal Communication (X2) -> Employee Engagament (Y)	0,261	3,442	0,001	Accepted
Internal Communication (X2) -> Job Satisfaction (Z)	0,277	2,834	0,005	Accepted

Source: Primary Data Processed (2022)

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Based on the table above, it can be concluded that the hypothesis is as follows:

1. The effect of transformational leadership (X1) on job satisfaction (Z)
From table 7 above it can be seen that the original sample value is 0.189 with a t-statistic value less than 1.96 or ($1.914 < t\text{-table } 1.96$) with a p-value greater than alpha ($0.056 > 0.05$) so you can obtained H0 accepted Ha rejected. The results of the study show that transformational leadership has no significant effect on job satisfaction
2. The effect of internal communication (X2) on job satisfaction (Z)
From table 7 above it can be seen that the original sample value is 0.277 with a t-statistic value greater than 1.96 or ($2.834 > t\text{-table } 1.96$) with a p-value smaller than alpha ($0.005 < 0.05$) so that obtained H0 rejected Ha accepted. The results of the study show that internal communication has a significant effect on job satisfaction
3. The influence of organizational culture (X2) on job satisfaction (Z)
From table 7 above it can be seen that the original sample value is 0.329 with a t-statistic value greater than 1.96 or ($3.623 > t\text{-table } 1.96$) with a p-value smaller than alpha ($0.002 < 0.05$) so you can obtained H0 rejected Ha accepted. The results of the study show that organizational culture has a significant effect on job satisfaction
4. The influence of transformational leadership (X1) on employee engagement (Y)
From table 7 above it can be seen that the original sample value is 0.114 with a t-statistic value less than 1.96 or ($1.468 < t\text{-table } 1.96$) with a p-value greater than alpha ($0.143 > 0.05$) so you can obtained H0 accepted Ha rejected. The results of the study show that transformational leadership has no significant effect on employee engagement
5. The effect of internal communication (X2) on employee engagement (Y)
From table 7 above it can be seen that the original sample value is 0.261 with a t-statistic value greater than 1.96 or ($3.442 > t\text{-table } 1.96$) with a p-value smaller than alpha ($0.001 < 0.05$) so that obtained H0 rejected Ha accepted. The results of the study show that internal communication has a significant effect on employee engagement
6. The influence of organizational culture (X2) on employee engagement (Y)
From table 7 above it can be seen that the original sample value is 0.384 with a t-statistic value greater than 1.96 or ($5.173 > t\text{-table } 1.96$) with a p-value smaller than alpha ($0.000 < 0.05$) so you can obtain H0 rejected Ha accepted. The results of the study show that organizational culture has a significant effect on employee engagement.
7. The effect of job satisfaction (Z) on employee engagement (Y)
From table 7 above it can be seen that the original sample value is 0.263 with a t-statistic value greater than 1.96 or ($3.216 > t\text{-table } 1.96$) with a p-value smaller than alpha ($0.001 < 0.05$) so it can be obtained H0 rejected Ha accepted. The results showed that job satisfaction has a significant effect on employee engagement

Tabel 8. Indirect Influence

Indirect Influence	Original Sample (O)	T Statistics (O/STDEV)	P Values	Keterangan
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Organizational Culture (X3) -> Job Satisfaction (Z) -> Employee Engagement (Y)	0,086	2,542	0,011	Mediation
Transformasional Leadership (X1) -> Job Satisfaction (Z) -> Employee Engagement (Y)	0,050	1,484	0,139	Not Mediation
Internal Communication (X2) -> Job Satisfaction (Z) -> Employee Engagement (Y)	0,073	2,085	0,038	Mediation

Source: Primary Data Processed (2022)

Based on the table above, it can be concluded that the hypothesis is as follows:

8. The Effect of Transformational Leadership on Employee Engagement Through Job Satisfaction as an Intervening Variable

From table 8 above it can be seen that the original sample value is 0.050 with a t-statistic value less than 1.96 or ($1.484 < t\text{-table } 1.96$) with a p-value greater than alpha ($0.139 > 0.05$) so that obtained H_0 accepted H_a rejected. The results of the study show that job satisfaction cannot mediate the effect of transformational leadership on employee engagement

9. The Effect of Internal Communication on Employee Engagement Through Job Satisfaction as an Intervening Variable

From table 8 above it can be seen that the original sample value is 0.073 with a t-statistic value greater than 1.96 or ($2.085 > t\text{-table } 1.96$) with a p-value smaller than alpha ($0.038 < 0.05$) so it can be obtained H_0 rejected H_a accepted. The results showed that job satisfaction can mediate the effect of internal communication on employee engagement

10. The Effect of Internal Communication on Employee Engagement Through Job Satisfaction as an Intervening Variable

From table 8 above it can be seen that the original sample value is 0.086 with a t-statistic value greater than 1.96 or ($2.542 > t\text{-table } 1.96$) with a p-value smaller than alpha ($0.011 < 0.05$) so you can obtained H_0 rejected H_a accepted. The results showed that job satisfaction can mediate the effect of organizational culture on employee engagement.

Discussion

Based on the results of the research that has been done, the writer can implement the following things:

1. The Influence of Transformational Leadership on Job Satisfaction

There is no significant effect of transformational leadership on job satisfaction at Sijunjung Hospital. Where it can be seen that the original sample value is 0.189 with a t-statistic value smaller than 1.96 or ($1.914 < t\text{-table } 1.96$) with a pvalue greater than alpha ($0.056 > 0.05$) then it can be obtained that H_0 is accepted by H_a rejected. This shows that employees are satisfied with the existence of a leadership figure who can direct and regulate and control the company's operations in general. The form of oversight that is not rigid is proof that the directors carry out supervision by providing

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responsible freedom. This means that the implementation of work by employees must be carried out based on predetermined procedures even though a leader is not in the field. The results of research conducted by oleh (Priyatmo, 2018) and (Prayekti & Pangestu, 2022) show that the results of the research show that transformational leadership has no effect on job satisfaction, whereas (Tafsir et al, 2022) states that transformational leadership has a significant effect on job satisfaction.

2. The Effect of Internal Communication on Job Satisfaction

There is an influence of internal communication on job satisfaction at Sijunjung Hospital. Where it can be seen that the original sample value is 0.277 with a t-statistic value greater than 1.96 or ($2.834 > t\text{-table } 1.96$) with a pvalue smaller than alpha ($0.005 < 0.05$) then it can be obtained that H_0 is rejected H_a accepted. Hospital internal communication is very necessary in the course of a job. Communication from top to bottom because all work carried out in internal communication is based on orders or directions from managers or leaders in accordance with their respective fields of work so that the work given can be completed on time. This means that the better the communication at the hospital, the more satisfied employees will be at work. organizational communication that is oriented towards joint decision making is an indicator that has the lowest score compared to other indicators. Therefore for further development, this joint decision-making indicator, especially regarding being involved by the leader to make a decision when in this meeting needs to be strengthened again, so that employees are able to work well together between employees in making joint decisions or with other sections, and employees required to have a high individual style when giving a decision every given the opportunity in that regard. As for the other four indicators that have high scores need to be maintained and improved. The results of research conducted by (Astari el al, 2022) show that the results of the research show that internal communication has a positive and significant effect on job satisfaction, whereas (Agung et al, 2022) states that internal communication has an effect on job satisfaction

3. The Influence of Organizational Culture on Job Satisfaction

There is an influence of organizational culture on job satisfaction at Sijunjung Hospital. Where it can be seen that the original sample value is 0.329 with a t-statistic value greater than 1.96 or ($3.623 > t\text{-table } 1.96$) with a p-value smaller than alpha ($0.002 < 0.05$) then it can be obtained that H_0 is rejected H_a accepted. This means that the more good organizational culture runs or the more the values and norms that apply to the hospital are applied, the higher the employee's sense of fasting at work. Employees feel that if they are not aggressive, competitive and relaxed it can hinder the work process in the company, the hampered work process can become a problem in the company which can result in other matters related to employees, this will make employees try to always aggressive and competitive in doing work, because they feel that if there is a problem in the company, employees will also feel the impact of the problem, this then forms commitment from employees to the company. Several important factors that bring more job satisfaction, the first is work that provides opportunities to use skills, and feedback on how well they work, the next factor is

how the working conditions of employees, both in terms of personal comfort and ease of doing work, things it is closely related to the rules and standards that have been determined by the company, while the rules and standards are formed from the organizational culture within the company itself. If the employee's perception of the culture in an organization is good, then the employee will feel satisfied with his job. Conversely, if the employee's perception of the culture in an organization is not good. The results of research conducted by (Wiratama, 2022) show that the results of the study show that organizational culture has a positive and significant effect on job satisfaction, while (Williantara, 2022) states that organizational culture has a significant effect on job satisfaction

4. The Effect of Transformational Leadership on Employee Engagement

There is no significant effect of transformational leadership on employee engagement at Sijunjung Hospital. Where it can be seen that the original sample value is 0.114 with a t-statistic value smaller than 1.96 or ($1.468 < t\text{-table } 1.96$) with a pvalue greater than alpha ($0.143 > 0.05$) then H_0 can be accepted H_a rejected. This means that employees are satisfied with the hospital where, the hospital management always involves employees in decision making and provides space for employees to be able to express their ideas and ideas in making decisions regarding problems that occur in hospitals, this can also be interpreted that the establishment of a good relationship with the work that is the responsibility of the employee, must be supported by the leader of an organization by providing support and advice, as well as support from or colleagues who support each other, so that employees can give their best efforts in achieving good quality work (Humairoh & Wardoyo, 2017). The results of research conducted by (Lubis & Wulandari, 2018) and (Agung et al, 2022) show that the results of the study show that transformational leadership has no significant effect on employee engagement, whereas (Sukmarani, 2022) states that transformational leadership has a significant effect on employee engagement

5. The Effect of Internal Communication on Employee Engagement

There is a significant effect of internal communication on employee engagement at Sijunjung Hospital. Where it can be seen that the original sample value is 0.261 with a t-statistic value greater than 1.96 or ($3.442 > t\text{-table } 1.96$) with a pvalue smaller than alpha ($0.001 < 0.05$) then it can be obtained that H_0 is rejected H_a accepted. This means that the better the internal communication that is established at the hospital, the higher the employee engagement, one of the factors that makes employees enthusiastic and integrated with work is one of them due to good internal communication (Arianti et al, 2020). The results of research conducted by (Syahril, 2022) and (Nuryahman, 2022) show that the results of the study show that internal communication has a positive and significant effect on employee engagement, whereas (Ningrum et al, 2017) states that internal communication has no significant effect on employee engagement

6. The Influence of Organizational Culture on Employee Engagement

There is a significant influence of organizational culture on employee engagement at Sijunjung Hospital. Where it can be seen that the original sample value is 0.384 with a t-statistic value greater than 1.96 or ($5.173 > t\text{-table } 1.96$) with a pvalue smaller than

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alpha ($0.000 < 0.05$) then it can be obtained that H_0 is rejected H_a accepted. This means that organizational culture conditions that support work and employee development, as well as friendly and mutually helpful working conditions can also help in forming an engaged attitude towards work. Other matters related to organizational culture that can assist in the formation of employee engagement are clear organizational missions and visions, treatment of other members of the organization, work policies and work balance that can influence the formation of employee engagement. A strong organizational culture shows that employees share the same ethical beliefs and values. When ethical beliefs and values align with organizational goals, they can be effective in building teams because relationships and trust help them avoid conflict and focus on getting tasks done. Employees who interpret and contribute to their work and carry out work by devoting all their physical, cognitive and emotional energy are referred to as engaged employees. (Robbins, 2017) defines employee engagement as a positive attitude in an employee towards the organization and the values of the organization. An employee who has high engagement has understanding and concern for the organizational environment, is able to work together to improve the achievement of results from an organization or company. an engaged employee or worker will have involvement with the company in accordance with the objectives, use all his abilities to complete the task, maintain his behavior at work, ensure that the employee has completed the task properly in accordance with the objectives and is willing to take corrective or evaluation steps if necessary. The results of research conducted by (Humairoh & Wardoyo, 2017) and (Saparani, 2022) showed that the results showed that organizational culture had a positive and significant effect on employee engagement, whereas (Zahreni, Simarmata, & Nainggolan, 2021) stated that organizational culture had a significant effect on employee engagement

7. The Effect of Job Satisfaction on Employee Engagement

There is a significant effect of internal communication on employee engagement at Sijunjung Hospital. Where it can be seen that the original sample value is 0.263 with a t-statistic value greater than 1.96 or ($3.216 > t\text{-table } 1.96$) with a pvalue smaller than alpha ($0.001 < 0.05$) then it can be obtained that H_0 is rejected H_a accepted. This means that the more satisfied employees are at work, the higher employee engagement will be. Employees know their responsibilities for work and what the company wants for them, so the company should maintain employee engagement levels or even increase them. This can be done by conducting surveys regarding employee engagement on a regular basis in order to obtain feedback from employees and using the survey results to increase employee job satisfaction. In this way, employees will feel heard. The results of research conducted by (Arianti et al, 2020) and (Piedade, 2022) show that the results of the study show that job satisfaction has a positive and significant effect on employee engagement, while (Nuryahman, 2022) and (Mon, 2022) states that job satisfaction has no significant effect on employee engagement

8. The Influence of Transformational Leadership on Employee Engagement Through Job Satisfaction

There is an influence of transformational leadership on employee engagement through job satisfaction at Sijunjung Hospital. Where it can be seen that the original sample value is 0.050 with a t-statistic value smaller than 1.96 or ($1.484 < t\text{-table } 1.96$) with a pvalue greater than alpha ($0.139 > 0.05$) then it can be obtained that H_0 is accepted by H_a rejected. This means that job satisfaction cannot mediate the effect of transformational leadership on employee engagement, where leaders who do not involve employees in decision making will result in low employee engagement. The results of research conducted by (Agung et al, 2022) and (Lutfi, 2022) show that the results of the study show that transformational leadership can mediate the influence of organizational culture on employee engagement.

9. The Effect of Internal Communication on Employee Engagement Through Job Satisfaction

There is an influence of internal communication on employee engagement through job satisfaction at Sijunjung Hospital. Where it can be seen that the original sample value is 0.073 with a t-statistic value greater than 1.96 or ($2.085 > t\text{-table } 1.96$) with a pvalue smaller than alpha ($0.038 < 0.05$) then it can be obtained that H_0 is rejected H_a accepted. This means that poor internal communication at the hospital will make employees feel dissatisfied, resulting in low employee engagement at the hospital. The results of research conducted by (Bagis, 2021) and (Zahreni et al., 2021) show that the results of the research show that internal communication can mediate the influence of organizational culture on employee engagement.

10. The Influence of Organizational Culture on Employee Engagement Through Job Satisfaction

There is an influence of organizational culture on employee engagement through job satisfaction at Sijunjung Hospital. Where it can be seen that the original sample value is 0.086 with a t-statistic value greater than 1.96 or ($2.542 > t\text{-table } 1.96$) with a pvalue smaller than alpha ($0.011 < 0.05$) then it can be obtained that H_0 is rejected H_a accepted. This means that the low organizational culture results in a feeling of employee dissatisfaction with the organization so that the result of this dissatisfaction results in low organizational employee engagement at the hospital. The results of research conducted by (Williantara, 2022) and (Rohman, Indiyati, & Ghina, 2021) show that the results of the study show that job satisfaction can mediate the influence of organizational culture on employee engagement.

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Conclusion

Based on the studies, research results and discussion previously described, the following conclusions can be drawn: a) there is no significant effect of transformational leadership on job satisfaction at Sijunjung Hospital, b) there is a significant effect of internal communication on job satisfaction at Sijunjung Hospital, c) there is a significant effect of

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organizational culture on job satisfaction at Sijunjung Hospital, d) there is no significant effect of transformational leadership on employee engagement at Sijunjung Hospital, e) there is a significant effect of internal communication on employee engagement at Sijunjung Hospital, f) there is a significant influence of organizational culture on employees engagement at Sijunjung Hospital, g) there is a significant effect of job satisfaction on employee engagement at Sijunjung Hospital, h) job satisfaction cannot mediate the transformational effect on employee engagement at Sijunjung Hospital, i) job satisfaction can mediate the influence of internal communication on employee engagement at Sijunjung Hospital, j) job satisfaction can mediate the effect of organizational culture on employee engagement in Sijunjung Hospital.

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