

## The Influence of Leadership and Organizational Culture Employee Performance at Medan Adventist Hospital

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### ABSTRACT

This investigation aimed to ascertain whether leadership and organizational culture impact employee performance at Medan Adventist Hospital. This study adopts a quantitative research design aimed at discerning and demonstrating the influence of one variable on others. The study encompasses the entire workforce of Medan Adventist Hospital, totalling 372 individuals. Employing the Solovins-based sampling technique, seventy-nine employees will be selected for interviews, ensuring proportional representation across sections. The research uses descriptive data analysis techniques alongside multiple regression analysis, incorporating T-tests (partial tests), F-tests (simultaneous tests), and determination coefficient tests (R<sup>2</sup>). The analysis tool utilized in this study is the multiple linear regression model. The findings of this research validate that individual leadership significantly impacts the performance of Medan Adventist Hospital employees, while individual organizational culture similarly exerts a notable influence. Simultaneous testing demonstrates that leadership and organizational culture collectively affect the performance of employees at Medan Adventist Hospital.

### Keywords:

Leadership,  
Organizational  
Culture and  
Performance,  
Hospital Industry,  
Employee

### INTRODUCTION

The organization is built to achieve performance goals, stakeholder welfare, and the hospital industry (Brandão, Rego, Duarte, & Nunes, 2013). Medan Adventist Hospital when there has been a significant change in history with the completion of the construction of the Elisha 2 Building and many additions of medical equipment such as CT-Scan, Treadmill, Hemodialysis Machine, ESWL and plans to add Endoscopy equipment, all of it is to improve services for people who need better and complete services. Medan Adventist Hospital must have maximum employee performance to provide maximum service.

In developing both profit and non-profit organizations, it is essential to recognize the subjective nature of organizational performance (Carlos Pinho, Paula Rodrigues, & Dibb, 2014). Several factors that are considered "important" affect organizational performance. These factors depend on what's essential to the company—and what aligns with the company's core values (Rahbek Pedersen & Neergaard, 2009). This includes work environment, leadership style, social system, market share, or organizational culture (Maamari & Saheb, 2018). Therefore, the organization needs to make performance improvements. Performance can be explained by the theory proposed by Zapata-Phelan, Colquitt, Scott, & Livingston (2009), which describes an *integrated model of organizational behaviour (Integrative Model Of Organizational Behavior)*. The integrative model examines organizational behaviour from the organizational, group, and individual perspectives. These three levels all affect individuals and thus indirectly affect job performance and organizational commitment for

a particular individual. Integrated model theory also explains the relationship between each topic and performance. This model also includes leadership and organizational culture that can foster employee work efforts. Therefore, it is essential to understand what factors enhance this performance.

The first factor that can affect employee performance in research is leadership. Leadership is a set of behaviours used to help people align their collective direction, execute strategic plans, and continually update the organization (Aarons, Ehrhart, Farahnak, & Sklar, 2014). Leadership in companies and organizations has levels to a certain degree. A core leadership task is guiding and influencing outcomes, enabling a group of people to work together to achieve what they could not do if working individually. Effective leadership must be able to do something based on the vision and mission rather than an individual goal (Schuetz, 2017). Some people who occupy formal leadership positions sometimes exercise leadership without formal authority.

This leadership greatly influences performance within the management function because, in the past, leadership was called "management," emphasising technical expertise and direction (Donate & Sánchez de Pablo, 2015). The context is the command and control organization of the traditional industrial economy, where leaders focus exclusively on maximizing value for the company. Leaders have three roles: planner (who develops strategy, then translates that strategy into concrete steps), director (who assigns responsibility), or controller (who makes sure people do what they are assigned and plans are adhered to).

Another factor that can affect performance is organizational culture, which is generally understood as all the beliefs, values, and attitudes of a company and how this affects the behaviour of its employees (Gregory, Harris, Armenakis, & Shook, 2009). Organizational culture influences how people perceive an organization—that is, how employees of a company work with that organization to achieve its vision and mission (Ravasi & Schultz, 2006). This is seen in company policies such as dress code and working hours. It also informs things like workspace design and employee facilities. Company leaders usually determine culture. Companies tend not to define their culture explicitly; It tends to arise from what people believe, think, say, and do. Culture shapes what behaviour is acceptable or not. Culture can help define the core values and principles that guide organizational behaviour.

As practices evolve in periods of organizational change, culture can be an aid or a drag on performance (Fry & Cohen, 2009). For example, an organization with a culture of collaboration and adaptability may be receptive to change, while a less flexible and more bureaucratic culture may respond poorly to transformation. Leaders need to be aware of this when guiding their organizations through times of change. In summary, organizational culture will direct employees to work better in achieving their performance.

## Literature Review

### 1. Grand theory

The grand theory that can explain performance and its factors use two theories : *The integrative Model Of Organizational Behavior Theory*. This theory examines the complex interactions between individual and organizational mechanisms and the resulting individual outcomes that impact job performance and organizational commitment (Zapata-Phelan et al., 2009).

Figure 1. Factors Influencing Performance According to (Zapata-Phelan et al., 2009)

Figure 1. Show how various factors, including *organizational culture* and *leadership*, can influence performance. Performance achievement goals mean the way an employee performs a job position and includes an analysis of employee attendance at work, attitudes, efforts, knowledge, behavior, and skills (Zapata-Phelan et al., 2009).

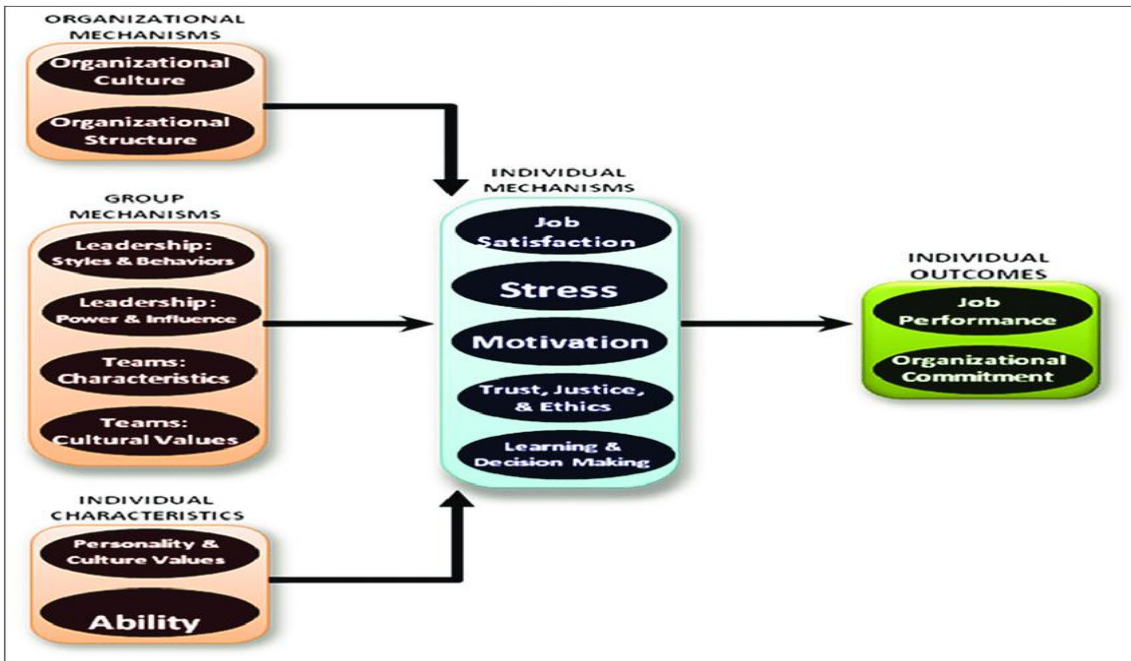


Figure.1. Factors Affecting Performance According to Zapata-Phelan et al. (2009)

Figure 1 shows how performance can be influenced by various factors including *organizational culture* and *leadership*. Performance objectives mean the way an employee performs a job position and include an analysis of employee attendance at work, attitude, effort, knowledge, behavior, and skills (Kehoe & Wright, 2013).

### 2. Leadership

Leadership is a set of behaviors used to help people align their collective direction, execute strategic plans, and continually update the organization (Obuba, 2022). Leadership is the ability of an individual or group of people to influence and guide followers or members of an organization, society or team. Leadership is often an attribute associated with a person's position, seniority, or rank in a hierarchy (Hong, Cho, Froese, & Shin, 2016).

Leaders are found and needed in most aspects of society, including business, politics, religion, and social and community-based organizations. Leaders are seen as

people who make sensible and sometimes difficult decisions. They articulate a clear vision, set achievable goals and provide followers with the knowledge and tools necessary to achieve those goals (Berson, Halevy, Shamir, & Erez, 2015). Leadership plays a central role in the success and direction of a business. Organizations depend on successful leaders to communicate their mission, vision and goals, unite team members around those goals and then achieve them. This capability is especially important in times of crisis (Seville, Van Opstal, & Vargo, 2015).

Strong leadership is critical to an organization's competitiveness because it drives change and innovation. The best leaders oversee a change in direction in their industry, promoting new ideas from within their companies and bringing in innovative thinkers. Joseph Jeyaraj & Gandolfi (2022) explain the indicators of leadership style, namely:

a. *Telling (directing/structuring)*

This style of leadership shows that the leader makes his own decisions, gives instructions to his subordinates, and monitors his subordinates closely. Next, the leader will evaluate the performance of subordinates.

b. *Selling (problem solving/coaching)*

This leadership style represents leaders who involve their subordinates in every decision and are always ready to share problems with their subordinates.

c. *Participating (developing/encouraging)*

The hallmark of this leadership is that the leader is willing to provide opportunities for his subordinates to develop and take responsibility and provide support for what they need.

d. *Delegating.*

This type of leadership refers to the leader's preference for giving his subordinates a lot of responsibility and giving them the opportunity to participate in deciding every issue that exists.

### **3. Organizational culture**

Organizational culture is a set of values, beliefs, attitudes, systems, and rules that outline and influence the behavior of employees in an organization. Culture reflects how employees, customers, vendors, and stakeholders perceive the organization and its brand (Lee, Park, & Lee, 2013). Organizational culture affects all aspects of the organization, from punctuality and tone to contract terms and employee benefits. When workplace culture aligns with employees, they feel more comfortable, supported, and valued. Companies that prioritize culture can also get through difficult times and changes in the business environment and become stronger (Warrick, 2017).

Researchers have identified three key indicators that impact workplace culture (Warrick, 2017):

a. **Constructive Culture**

A constructive culture emphasizes collaboration, transparency, open communication, and continuous learning and improvement. Employees who feel valued, supported, and engaged are more motivated and committed to their work, increasing productivity and job satisfaction.

b. Defensive Culture

Defensive culture is a state in which an individual behaves to accept all kinds of stimuli and is accepting of what is happening at that moment.

c. Aggressive culture

An aggressive culture is a competitive work environment where results are everything. People have clear goals and ambitions. Leaders are strategic and determine the pace of the organization. This organizational mindset is highly competitive; Everyone is expected to challenge others.

**4. Performance**

Performance can be interpreted as the way an employee performs a job position and includes analysis of employee attendance at work, attitudes, effort, knowledge, behavior, and skills (Kehoe & Wright, 2013). Employee performance is defined as how well a person carries out his job duties and responsibilities. Many companies assess the performance of their employees on an annual or quarterly basis to determine specific areas that require improvement and to drive further success in areas that meet or exceed expectations (Maltz, Shenhar, & Reilly, 2003). Job performance consists of task performance and contextual performance. In general, job performance describes an individual's contribution to the success of the organization as a whole. At a more specific and measurable level, job performance can be broken down into factors (Pulakos & O'Leary, 2011).

Performance indicators can usually be measured from productivity, quality of work, goal achievement, time management, team collaboration, adaptability, and innovation can allow you to answer these questions by measuring individual and organizational goals and evaluating performance accordingly (Gunasekaran & Kobu, 2007).

a. Quality of Work

Quality of work is a concept made up of eight interconnected principles that define good work: income, schedule, safety and security, purpose and meaning, environment and culture, benefits, learning and development, and sound and representation.

b. Working Quantity

The quantity of work is an important aspect considered by managers and supervisors during performance reviews. It refers to the amount of work that an employee completes in a given period. This can be assessed by evaluating the number of tasks, projects or assignments completed, and the respective deadlines met..

c. Work Accuracy

Punctuality of work talks about completing tasks on time or the importance of being on time. For example, an employee might say: "Punctuality at work is very important in the world of work, especially when deadlines are important.

d. Work Effectiveness

Workplace effectiveness refers to how an organization, team, or individual can best achieve their goals and objectives while using available resources. It covers



a wide range of factors, such as productivity, quality of work, efficiency, innovation, communication, collaboration, adaptability, and overall performance.

e. Work Independence

Independence at work is very important, where employees must be able to organize their workload well according to the expected target without having to be given detailed direction by superiors.

**5. Previous Research**

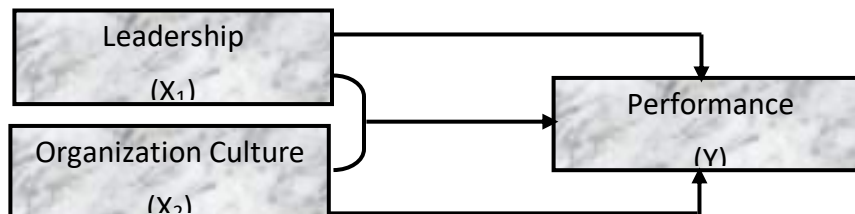
**Table 1. Previous Research**

No	Researchers	Heading	Result
1	Manzoor et al., (2019)	The impact of transformational leadership on job performance and CSR as mediator in SMEs	Leadership style is an important factor that influences the improvement of organizational performance and employee performance, and what goals they must achieve, which either generates profits for its employees or makes other social and economic contributions to society.
2	Babalola (2016)	The effect of leadership style, job satisfaction and employee-supervisor relationship on job performance and organizational commitment	Leadership style and job satisfaction affect performance.
3	Paais & Pattiruhu (2020)	Effect of motivation, leadership, and organizational culture on satisfaction and employee performance.	Employee motivation, leadership, and organizational culture need to be improved to increase job satisfaction. Conversely, if employee job satisfaction increases, employee performance will increase.
4	Arif, Zainudin, & Hamid (2019)	Influence of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction of Performance Principles of Senior High School in Medan City. <i>Budapest International Research and Critics Institute-Journal (BIRCI-Journal)</i> , 2(4), 239-254.	The results of the analysis show there are positive and significant Leadership, Organizational Culture, Work Motivation, and Job Satisfaction on Performance
5	Meng & Berger, (2019)	The impact of organizational culture and leadership performance on PR professionals' job satisfaction: Testing the joint mediating effects of engagement and trust. <i>Public Relations Review</i> , 45(1), 64-75.	The results of this study confirm the strong impact of organizational culture and leader performance on job engagement, trust, and job satisfaction of professionals in generating organizational performance.

## 6. Conceptual Framework

Employee performance appraisal is concerned with how individuals carry out their job duties in relation to the quantity and quality of work that can be influenced by leadership and organizational culture. To create the organizational conditions for a PR practice to succeed, it is important to determine how organizational culture and leadership performance can foster overall professional engagement, trust, and job satisfaction. It seems that when organizational conditions are favorable and satisfactory, engagement and trust can be key drivers of increased job satisfaction among professionals, and other outcomes. Therefore, the dynamic nature of the situation itself leads us to take a holistic view of all possible predictable influences or relationships.

Based on this argument, research focuses on leadership and organizational culture that influence performance as two related conditions and important for cultivating job engagement, trust, and professional job satisfaction. The three main objectives of the study are to: (1) analyze the influence of two related organizational conditions – supportive culture and excellent leader performance – on work engagement and confidence of professionals in improving their organizational performance (Biggs, Brough, & Barbour, 2014; Bakker, 2011). Leadership and organizational culture in influencing employee performance can be illustrated as follows



**Figure 2.** Conceptual Framework

## METHOD

This research was carried out at Medan Adventist Hospital, where the study was conducted from November to December 2023. The target of the population in this study was Adventist Hospital employees totaling 372 people, then the sample was taken with a percentage of allowance (e) 10%, was:

$$372$$

$$N = \frac{372}{1 + 372 (0.10)^2} = 79 \text{ people}$$

$$1 + 372 (0.10)^2$$

**Table 2.** Population and Sample Characteristics

Population characteristics	Population	Sampling
Total Nurses	131	$(131/372) \times 79 = 28$
Total Midwife Power	16	$(16/372) \times 79 = 3$
Total Pharmacy Personnel	24	$(24/372) \times 79 = 5$
Total Analyst	11	$(11/372) \times 79 = 2$
Total Other Health Workers	17	$(17/372) \times 79 = 4$
Total Other Employees	173	$(173/372) \times 79 = 37$
Total Employees	<b>372</b>	<b>79</b>

The targeted research sample was taken using the *Simple Random Sampling* technique, which is a sample taken randomly on all employees who are permanent employees at the Adventist Hospital. Adata analysis of this study uses *Multiple Regression Analysis* with stages of testing validity, reliability, normality, multicollinearity and heteroscedasticity. Data analysis using statistical tools in the form of SPSS software version 22.

## RESULTS AND DISCUSSION

### 1. Descriptive Statistics

The distribution of kuesioner to respondent dilakukan directly to employees working at Medan Adventist Hospital totaling 79 people. The questionnaire was distributed on November 14 to December 10, 2023, and was taken directly to employees who were met and prepared to fill out the questionnaire. Data description is intended to provide an overview of empirical data obtained from research results. Data descriptions are calculated based on descriptive statistics that include central tendencies and data distribution. Central tendencies include the number of observations (N), lowest score (*minimum*), highest score (*maximum*), and average (*mean*). While data distribution or dispersion consists of standard *deviation* (*standard deviation*) to determine the distribution of data. The full results of the descriptive statistical test for each variable are presented as follows:

**Table 3. Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Kepemimpinan	79	23.00	40.00	31.4557	5.39895
Budaya Organisasi	79	18.00	30.00	23.8861	3.96131
Kinerja Pegawai	79	29.00	50.00	40.4557	6.52765
Valid N (listwise)	79				

Source: primary data processed, 2024

Based on the results of descriptive statistics for the leadership variable, the average value is 31.455 and the standard deviation is 5.398, indicating that the data distribution is normally distributed because the average value > standard deviation. The lowest score of 23 of the eight statement items shows that the average respondent answered disagree for the lowest score and the majority answered strongly agree with a score of 40. Descriptive statistics for organizational culture variables obtained an average value of 23.886 and a standard deviation of 3.961 indicate that the data distribution is normally distributed because the average value > standard deviation. The lowest score of 18 out of six statement items shows that the average respondent answered disagree for the lowest score, and the majority answered strongly agree with a score of 30. Descriptive statistics for employee performance variables obtained an average value of 40.455 and a standard deviation of 6.527 indicate the distribution of normally distributed data because the average value > standard deviation. The lowest



score of 19 out of ten statement items shows that the average respondent answered disagree for the lowest score and the majority answered strongly agree with a score of 50.

## 2. Data Validity Testing

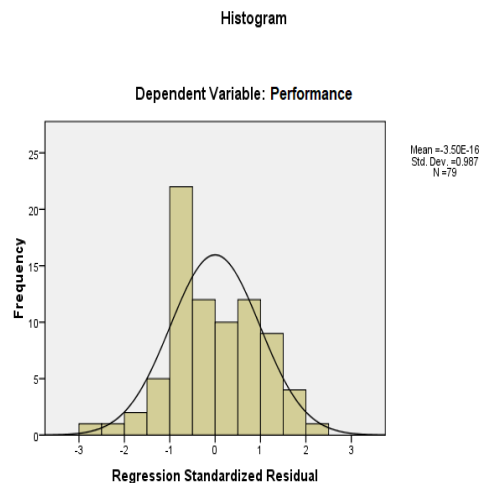
The question item is declared valid if the  $r_{count} > r_{table}$  value. From the results of the out put above all ,question items have a value of  $r_{count} > r_{table}$ , so it can be concluded that all questionnaire items are declared valid and suitable for further analysis.

## 3. Reliability Testing

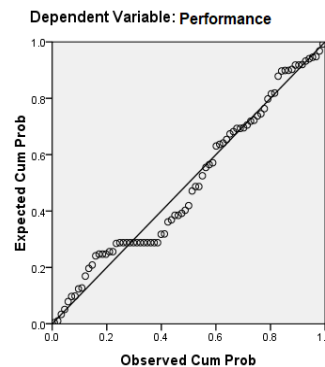
Based on the *reliability* test on all variables, it is known that the Alpha value in the *Cronbach's Alpha* column is  $> 0.60$  so that it is declared reliable.

## 4. Normality Test

The data normality test is very important in parametric statistical analysis so that the regression model is free from prediction errors. The following is a test of the results of data normality in the form of histogram graphs and P-P Plots curves as shown in Figure 3 below:



Normal P-P Plot of Regression Standardized Residu



**Figure 3.** Histogram Graph

**Figure 4.** Kruva PP-Plots

Based on the histogram graph in Figure 2, it can be concluded that the data is normally distributed. This can be seen in the data that follows the diagonal line forming a bell in the middle of the. Based on the PP-Plots curve image in Figure 4, it can be concluded that the curve is normally distributed. It can be seen on the normal *PP-Plots* curve that the points spread close to the diagonal line.

## 5. Multicollinearity Test

The results of the multicollinearity test can be seen in the following table:

**Table 4.** Multicollinearity Test Results

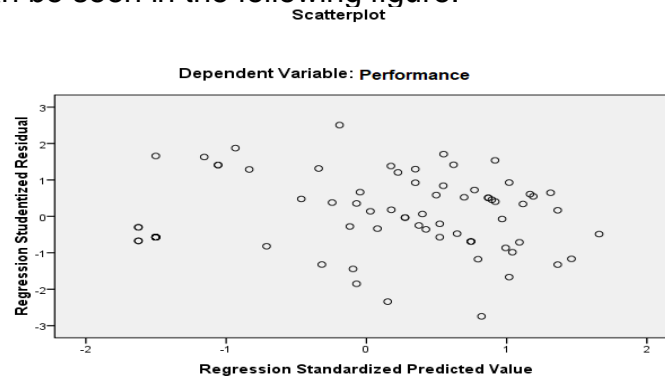
		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Leadership	.406	2.465
	Organization Culture	.406	2.465

Source: primary data processed, 2024

From the test results above, it can be seen that the tolerance number of all independent variables  $> 0.10$  and the VIF is  $< 10$ . This indicates that there is no multicollinearity among the independent variables in the regression model in this study.

## 6. Heteroscedasticity Test

The heteroscedasticity test aims to test the occurrence of *residual variance* differences from one observation period to another. Analysis of heteroskedasticity using *scatterplot* graph test. Heteroscedasticity can be done by observing certain patterns on the *scatterplot* graph, where if there are points that spread above and below the number 0 on the Y axis and do not form a pattern, heteroscedasticity does not occur. The *scatterplot* graph can be seen in the following figure:



Source: primary data processed, 2024

**Figure 5.** Heteroscedasticity Test

From the *scatterplot* image above, it can be seen that the dots spread out randomly and do not form a specific or irregular pattern. This indicates that there is no heteroscedasticity in the regression model so that the regression model is feasible.

## 7. Hypothesis Testing

Multiple linear regression analysis testing aims to determine the direction of the relationship of the independent variable to the dependent variable. The results of multiple regression testing can be seen in Table 5.

**Table 5.** Multiple Linear Regression Coefficient

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.390	1.988		1.705	.092
	Leadership	.734	.091	.607	8.110	.000
	Organization Culture	.585	.123	.355	4.738	.000

Source: SPSS Output Attachment

The information displayed in the multiple regression results is a multiple regression equation between the independent variable (X) and the dependent variable (Y), which can be formulated in the form of the following equation:

$$Y = 3.390 + 0.734X_1 + 0.585X_2 + e$$

Based on the multiple regression equation, it can be seen that :

- A constant value of , means that if a variable Employee performance is not influenced by the variables Leadership and Organizational Culture, then employee performance is assessed at , times.
- The Beta coefficient value for the Leadership variable is 0.734, meaning that every increase in the Leadership variable by 1%, employee performance will increase by 73.4,% assuming the variable Others are considered constant.
- The Beta coefficient value for the organizational culture variable is 0.585, meaning that every increase in the organizational culture variable by 1%, employee performance will increase by 58.5,% assuming other variables is considered constant.

### 8. The Influence of Leadership on Employee Performance

Based on Table 9 of the results of testing the hypothesis of the influence of Leadership on employee performance, a t-count value (8,110) is greater than the t-table (1,999) with a significance of 0.000 (Sig.< 0.05), then Ha is accepted and H0 is rejected. This means that leadership has a significant effect on the performance of Advant Medan Hospital employees.

### 9. The Influence of Organizational Culture on Employee Performance

Based on Table 9 of the results of testing the hypothesis of the influence of organizational culture on employee performance, the t-count value (4,738) is greater than the t-table (1,999) with a significance of 0.000 (Sig.< 0.05), then H0 is accepted and Ha is rejected. This means that organizational culture has a significant effect on the performance of Advant Medan Hospital employees.

### 10. Simultaneous Significance Test

The results of statistical test F (simultaneous test) on Leadership and Organizational Culture on Intuition can be seen in Table 6.

**Table 6.** Test F

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2748.954	2	1374.477	181.784	.000 <sup>a</sup>
	Residual	574.641	76	7.561		
	Total	3323.595	78			

Source: SPSS Output Attachment

Based on the results of testing the hypothesis of the simultaneous influence of Leadership and Organizational Culture on Intuition, the value of Fcalculate (181.784) is greater than the t-table (3.15) with a significance of 0.000 (Sig.< 0.05), then H0 is rejected and Ha is accepted. This means that Leadership and Organizational Culture simultaneously have a significant effect on employee performance by Advant Medan Hospital.

### 11. Coefficient Determination

The statistical test of the coefficient of determination in this study aims to determine how far the model is able to explain the variation of the dependent variable. The statistical test of the coefficient of determination can be seen in Table 11 below:

**Table 7. Coefficient of Determination**

Type	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.909 <sup>a</sup>	.827	.823	2.74974

Source: SPSS Output Attachment

Table 11. shows that the Adjusted R Square value of 0.827 or 82.7% means that the percentage of influence of the independent variable (Leadership and Organizational Culture) on employee performance is equal to the value of the coefficient of determination or 82.7%. While the remaining 17.3% were influenced or explained by other variables that were not included in this research model.

## Discussion

The findings of hypothesis testing demonstrate that leadership significantly influences the performance of employees at Advant Medan Hospital. Leadership that prioritizes enhancing subordinates' ability to lead themselves fosters increased participation in work tasks (Limsila & Ogunlana, 2008). Conger (2017) also highlights how effective leadership can elevate the significance of work, promote involvement in decision-making processes, grant autonomy in tasks, and eliminate bureaucratic hurdles. These factors stimulate motivation among subordinates, leading to optimal performance. Leadership stands out as a pivotal factor determining organizational success, where ineffective leadership can manifest in poor organizational performance. Regardless of leadership style, effective leaders serve as motivation sources for their teams (Fiaz, Su, Ikram, & Saqib, 2017), guiding them beyond personal interests, enhancing satisfaction levels, and surpassing performance expectations. Leaders inspire employees by illustrating achievable outcomes through extraordinary efforts.

The implications of this study underscore that effective leaders recognize the importance of setting exemplary standards to inspire others. This entails heightened self-awareness, fostering positive relationships, and consistently demonstrating good leadership practices. Leaders who exemplify organizational values and goals demonstrate what it means to be dedicated and successful, aiding in managing employee work expectations.

Furthermore, the results of hypothesis testing establish that organizational power significantly impacts employee performance at Advant Medan Hospital. As inherently social beings, employees naturally seek social interaction, cooperation, and human presence. Therefore, organizations serve as platforms facilitating human interaction and collaboration (Cao, Guo, Liu, & Gu, 2015). Organizational culture, being a product of human creation, influences the organizational structure over time. While organizational culture is deeply ingrained and resistant to change, a determined effort and human agency can facilitate its transformation to enhance performance (Taylor, 2014). Organizational culture acts as a longstanding habit influencing employee and

managerial work quality. Organizations, akin to living organisms, undergo developmental stages or cycles, shaping their evolution and impacting employee performance (Phelps, Adams, & Bessant, 2007). The implications of the results of this study are able to explain that organizational culture has a stronger and greater impact on organizational performance, including: (1) corporate culture can have a significant impact on the economic performance of a company in the long run; (2) corporate culture may even be a more important factor in determining the success or failure of a company in the future; (3) Corporate culture that hinders strong financial performance over the long term is common and easy to develop. Although difficult to change, corporate culture can be done to further improve performance.

### CONCLUSION

The findings from partial hypothesis testing using t-tests demonstrate that leadership significantly influences the performance of employees at Advant Medan Hospital. Similarly, the results of another partial hypothesis test indicate that organizational power also significantly impacts employee performance at the same hospital. Furthermore, the outcomes of simultaneous hypothesis testing employing an F-test reveal that both leadership and organizational culture collectively exert a significant influence on employee performance at Advant Medan Hospital. Notably, the regression model analysis underscores that leadership stands out as the most influential factor contributing to employee performance.

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