



Analysis of the Relationship Between Middle-Level Manager's Transformational Leadership Style and the Implementation of Safety Culture with Employee Job Satisfaction: Case Study

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Abstract

Job satisfaction is basically about what makes someone happy in their job. Factors that affect job satisfaction include cultural factors and organizational factors. Leadership style is one that supports the achievement of employee job satisfaction. With an effective leadership style, it will be able to foster a good safety culture and can increase employee job satisfaction. RSUD Prof. H. Muhammad Yamin, SH is one of the hospitals owned by the government of West Sumatra Province located in the city of Pariaman. This study used a mixed-method method with a sequential explanatory approach to 110 employee respondents and research informants determined by simple random sampling and purposive sampling techniques. Data collection was obtained from questionnaires, in-depth interviews, observation, and document review. The data analysis used is Structural Equation Modeling-Partial Least Squares (SEM-PLS). The results showed that there was a significant relationship between leadership style and safety culture, as well as safety culture on job satisfaction with p values of 0.000 and 0.000, respectively. Meanwhile, leadership style is not related to job satisfaction with a p value > 0.05 . Leadership style has a relationship with job satisfaction through the mediating variable of safety culture with a p value of 0.000. Other factors that influence employee job satisfaction at Prof. H. Muhammad Yamin Hospital, SH are social factors, environmental factors, and financial factors. There is a relationship between leadership style and employee job satisfaction through the mediation of safety culture.

Introduction

Hospitals are part of the national health organization system, playing a strategic role in improving the health of the Indonesian people (Dewanto & Siti-Nabiha, 2025; Santoso et al., 2025; Widjaja et al., 2025). In this effort, hospitals possess unique and complex characteristics, requiring capital, technology, and labor (Beginta, 2012). In carrying out their function as modern healthcare providers, hospitals uphold patient safety. The application of a safety culture plays a crucial role in achieving patient safety. Safety culture reflects the performance of each individual in the hospital, which is influenced by leadership style, motivation, planning, and implementation of patient care, followed by evaluation (Novera et al., 2021; Al-Oweidat et al., 2025; Anggraini et al., 2025).

Research in several hospitals in Indonesia indicates that supportive leadership has a positive impact on motivating patient safety. Good leadership within an organization can guide its members toward achieving organizational goals, including patient safety. Leadership skills are

formed based on the organization's conditions and the leadership methods used, as well as the relationship between leaders and subordinates. This is crucial for achieving effective program implementation, which will ultimately impact organizational goals (Novera et al., 2021; Ortega & Acero, 2025; Schwaeke et al., 2025).

The new leadership paradigm currently emerging is how leaders can transform their subordinates to strive for better performance in line with organizational goals, which must align with the individual's own goals (Chandel et al., 2025; Subrahmanyam, 2025; Barrett-Maitland et al., 2025). The leadership styles that can guide this are transactional and transformational. Transactional leadership directs or motivates staff to achieve goals by clarifying their roles and responsibilities. Transformational leadership, on the other hand, provides individualized intellectual stimulation and charisma (Novera et al., 2021; Warsi et al., 2025; Herlina, 2025).

Culture serves several functions in organizations. First, culture plays a boundary-setting role, meaning it creates clear distinctions between one organization and another. Second, culture provides a sense of identity to organizational members. Third, culture facilitates the emergence of commitment to something broader than one's own self-interest. Fourth, culture enhances the stability of the social system.

Safety culture, based on organizational culture, as proposed by Denison (1984), states that corporate culture is a collection of values, beliefs, and behaviors that shape an organization's core identity. A strong culture will encourage the participation and involvement of organizational members, becoming one of the most important assets. According to Schein (2017), organizational culture can be used to address organizational issues by sharing basic assumptions learned and believed by all elements of the organization. In this case, there are three core elements of organizational culture: first, culture is a basic assumption shared by a group of people. Second, culture is a learning process, serving as a source of inspiration, role models, and justification for perception, expressing thoughts, and taking action. This basic assumption emerges through a long process. Third, culture is daily behavior where basic assumptions are part of the way of life of organizational members, serving as a foundation for thinking and acting, thus becoming collective mental programming. Safety culture is an important part of the overall organizational culture required in healthcare institutions. Safety culture is defined as a set of beliefs, norms, role behaviors and social and technical practices in minimizing exposure that is harmful or injurious to employees, management, patients or other members of the community (Hamdani, 2007; Tang, 2025; Ojo et al., 2025).

Safety culture is developed from safety culture concepts in the industrial world (Olise et al., 2025; Weigl et al., 2025). Although it has different characteristics, various studies of safety culture in other industries have served as the basis for developing patient safety concepts in hospitals. One difference in the concept of patient safety in hospitals is the focus on protecting patients rather than protecting personnel. According to the Institute of Medicine (IOM), creating a safe environment for patients also means creating a safe environment for workers, as the two are interconnected (Kohn, 2000; Ekwok et al., 2025; Wagner et al., 2025).

According to Powell (2004), safety culture is a dominant factor in safety success efforts and key to achieving quality and safe services. Patient safety is the responsibility of all parties involved in healthcare delivery (Cahyono, 2008; Martin et al., 2025; Vikan et al., 2025).

This leadership style creates a culture of safety, where leaders provide care and a sense of security in an error-free environment, with open communication and collegiality, commitment, and encouragement to provide patient safety-focused care. Furthermore, it has an indirect relationship with the implementation of initiatives mediated through culture, and ultimately an indirect relationship with improved Patient Safety Outcomes (PSO) mediated through culture and initiatives.

Prof. H. Muhammad Yamin, SH Regional General Hospital is a General Hospital owned by the West Sumatra Provincial Government which is designated as a Regional Referral Hospital for the West. The target areas for Prof. H. Muhammad Yamin, SH Regional General Hospital are Pariaman City, Padang Pariaman Regency, Agam Regency, and West Pasaman Regency. Prof. H. Muhammad Yamin, SH Regional General Hospital was established based on the Decree of the Governor of West Sumatra Number 445-304-206. Currently, Prof. H. Muhammad Yamin, SH Regional General Hospital has various types of services such as Emergency Room, Outpatient, Inpatient, Central Surgical Installation, ICU, Ponak, Hemodialysis Unit, Pharmacy Installation, Radiology Installation, CSSD, IPSRS, Physical Therapy Installation, and UTDRS.

Based on the patient safety culture survey report of Prof. H. Muhammad Yamin, SH Regional General Hospital in 2023, it shows that the average value of the total positive culture based on dimensions/sections at Prof. H. Muhammad Yamin, SH Regional General Hospital in 2023 was 83%, which means the safety culture is quite good. If traced from each dimension and survey question of the safety culture that has positive value aspects are organizational learning, continuous improvement (94.7%), management support for patient safety (86.2%), teamwork between units (78.6%), management expectations and activities that support patient safety (78.3%), and teamwork within the unit (75.6%). This dimension can be considered as one of the sources of strength at Prof. H. Muhammad Yamin, SH Regional General Hospital. According to Stone (2006), organizational climate (leadership style and characteristics of organizational structure) will have an impact such as the emergence of an organizational culture that will result in employee job satisfaction and patient satisfaction.

The results of the Patient Safety Incident Report document review conducted with the Prof. H. Muhammad Yamin, SH Regional General Hospital Quality Committee, found that in 2023 there were only 2 reports of patient safety incidents with the type of Undesirable Event (KTD), followed by a report in 2024 where only 1 incident was reported with the type of Undesirable Event (KTD). Furthermore, based on the K3RS Committee Report, there were 5 reports of work accident incidents involving officers at Prof. H. Muhammad Yamin, SH Regional General Hospital in 2024. (Patient Safety Incident Report, 2024)

According to research conducted by Karmila (2023), there is a significant relationship between safety culture and reporting of patient safety incidents in hospitals. This is interesting, because based on the safety culture report of Prof. H. Muhammad Yamin, SH Regional General Hospital, it shows that 83% of the safety culture formed is a positive culture. Meanwhile, Patient Safety Incidents are not limited to KTD only, but also Potential Significant Injury Events (KPCs), Near Injury Events (KNC), Non-Injury Events (KTC), Unexpected Events (KTD) or adverse events and Sentinel Events or sentinel events (Permenkes, 2017).

Methods

The research design used in this study is a mixed methods method with a sequential explanatory approach. A mixed methods method is a type of research that uses quantitative and qualitative methods simultaneously with the aim of examining the problem in more depth, both physiologically and methodologically (Sugiyono, 2019). The research location is where the research was conducted. This research was conducted at Prof. H. Muhammad Yamin, SH Regional General Hospital from August to December 2024.

The type of data used in quantitative research is primary data. Primary data is obtained from measuring research questionnaires. The questionnaire is a list of a number of written questions arranged in a structured manner. The questions were asked to employees of Prof. H. Muhammad Yamin, SH Regional General Hospital. In this study, the population was all employees of Prof. H. Muhammad Yamin, SH Regional General Hospital, namely 534 employees. Meanwhile, the sample in this study was employees of Prof. H. Muhammad Yamin,

SH Regional General Hospital who met the inclusion and exclusion criteria of the study. From the calculation results, the sample of this study was 110 respondents of employees of Prof. H. Muhammad Yamin, SH Regional General Hospital. The sampling technique in quantitative research was taken using a non-probability sampling technique, namely the purposive sampling technique. Quantitative Data Analysis used was descriptive analysis, inferential analysis.

The instruments used in data collection in qualitative research are the researcher himself as the main instrument, in-depth interview guidelines, a recording device, stationery, and a camera. Primary data were obtained through in-depth interviews with selected informants with the help of interview guidelines. The researcher acted as the interviewer. This interview was conducted in a semi-structured manner, which is one of the interviews in the in-depth interview category using interview guidelines but the implementation was more free and not related to a prepared interview guide. Source data were obtained from the Quality Committee's Annual Report, care and treatment records, incident reports related to patient safety at Prof. H. Muhammad Yamin, SH Regional General Hospital. The stages of qualitative data processing are (Hardisman, 2020) transcription, coding, data reduction, data presentation, synthesis, and drawing conclusions.

Result and Discussion

Quantitative Research Results

Validity Test Results

Validity testing was conducted to determine the accuracy of the statements used to measure the research variables in this study. The testing was conducted using a Confirmatory Factor Analysis (CFA) approach. The results of the measurement instruments for each variable can be seen in Table 1.

Table 1. Initial Validity Test Results

	Safety Culture	Job satisfaction	Leadership Style
BK1	0.627		
BK10	0.654		
BK11	0.817		
BK12	0.843		
BK14	0.869		
BK15	0.859		
BK16	0.759		
BK18	0.750		
BK19	0.754		
BK20	0.767		
BK21	0.726		
BK25	0.791		
BK26	0.775		
BK28	0.820		
BK3	0.787		
BK5	0.662		
BK6	0.620		
BK8	0.677		
GK10			0.880
GK11			0.839
GK12			0.752
GK3			0.765

GK4			0.855
GK5			0.765
GK6			0.821
GK7			0.911
GK8			0.836
GK9			0.697
KK10		0.854	
KK11		0.882	
KK12		0.908	
KK13		0.880	
KK14		0.737	
KK15		0.869	
KK16		0.869	
KK17		0.868	
KK5		0.692	
KK6		0.638	
KK7		0.700	
KK9		0.880	

Table 1 shows two statements used to measure the Leadership Style variable. From the initial testing, three statements had an outer loading of <0.50 , while the remaining statements had an outer loading of >0.50 . Therefore, retesting was conducted. Statement instruments with an outer loading of >0.50 could continue to be used in further data processing procedures.

In the initial stage of testing the safety culture variable, twenty-one of the thirty-two statements used were found to be valid. Each valid statement had a factor loading > 0.50 . In the current testing, the factor loadings formed ranged from 0.620 to 0.869. Three questionnaires were eliminated, and twelve statements did not have a cross-loading value < 0.50 ; therefore, these statements were eliminated. Thus, eighteen valid statements were obtained that can continue to be used in further data processing stages.

During the testing phase of the job satisfaction culture variable, twelve valid statement instruments were obtained, each with a factor loading > 0.50 . These valid instruments ranged from 0.638 to 0.908. In the previous test, two instruments had factor loadings < 0.50 , and three questions were eliminated. Thus, twelve valid statements were obtained, which can be used in further data processing procedures.

Cross Loading Results

Cross-loading analysis aims to test the consistency and accuracy of each instrument used to measure the research variables. Based on the data processing performed, the results are described in Table 2 below.

Table 2. Cross Loading Analysis Results

	Safety Culture	Leadership Style	Job satisfaction
BK1	0.627	0.586	0.566
BK10	0.654	0.395	0.495
BK11	0.817	0.613	0.724
BK12	0.843	0.677	0.770
BK14	0.869	0.602	0.724
BK15	0.859	0.640	0.723
BK16	0.759	0.603	0.623

BK18	0.750	0.500	0.673
BK19	0.754	0.492	0.605
BK20	0.767	0.496	0.599
BK21	0.726	0.581	0.672
BK25	0.791	0.545	0.735
BK26	0.775	0.401	0.759
BK28	0.820	0.596	0.769
BK3	0.787	0.687	0.734
BK5	0.662	0.591	0.498
BK6	0.620	0.518	0.452
BK8	0.677	0.531	0.579
GK10	0.691	0.880	0.609
GK11	0.614	0.839	0.611
GK12	0.587	0.752	0.562
GK3	0.583	0.765	0.482
GK4	0.610	0.855	0.515
GK5	0.524	0.765	0.518
GK6	0.555	0.821	0.528
GK7	0.691	0.911	0.632
GK8	0.608	0.836	0.583
GK9	0.570	0.697	0.494
KK10	0.757	0.579	0.854
KK11	0.765	0.636	0.882
KK12	0.796	0.628	0.908
KK13	0.752	0.661	0.880
KK14	0.703	0.469	0.737
KK15	0.784	0.581	0.869
KK16	0.749	0.588	0.869
KK17	0.753	0.527	0.868
KK5	0.533	0.532	0.692
KK6	0.541	0.424	0.638
KK7	0.599	0.490	0.700
KK9	0.748	0.562	0.880

According to the results of the cross loading test, it was found that each variable used in the measurement framework model had statements that consistently had a factor loading > 0.50, so it can be concluded that all research variables including safety culture, job satisfaction, transformational leadership were proven to have been measured with correct and appropriate statement instruments.

Discriminant Validity Test Results

Discriminant validity testing aims to ensure that each statement instrument used to measure each research variable is truly accurate. Discriminant validity testing was conducted using the Fornell-Larcker Criterion approach. Based on the data processing performed, the results are described in Table 3 below.

Table 3. Results of Discriminant Validity Testing

	Safety Culture	Job satisfaction	Leadership Style
Safety Culture	0.889		

Job satisfaction	0.874	0.854	
Leadership Style	0.845	0.823	0.814

In accordance with the results of the discriminant validity test, it can be seen from the matrix formed that the safety culture variable has a correlation value of 0.889, the correlation value is higher than the correlation coefficient value of the job satisfaction variable, which is 0.854 or the correlation coefficient value of the variable and the correlation coefficient of the Leadership Style variable. In the second quadrant, the job satisfaction variable has a correlation coefficient of 0.874, which is greater than the Leadership Style variable with a correlation coefficient of 0.845. In the third quadrant, the Leadership Style variable has a correlation coefficient value of 0.814. The results obtained indicate that the safety culture, job satisfaction, and Leadership Style variables have been measured with a truly appropriate measurement instrument.

Reliability Test Results

Reliability testing aims to ensure that each variable measured by a valid statement instrument also has a good level of reliability. Based on the data processing performed, the results are described in Table 4 below.

Table 4. Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Safety Culture	0.955	0.960	0.573
Job satisfaction	0.954	0.960	0.672
Leadership Style	0.943	0.951	0.663

In table 4, according to the results of the reliability test, it was found that the safety culture variable has a Cronbach's Alpha value of 0.955, and a Composite Reliability value of 0.960. The Cronbach's Alpha and Composite Reliability values of the safety culture variable are well above 0.70. In addition, the testing process also found an Average Variance Extracted (AVE) value of 0.573. The AVE value obtained is above 0.50, so it can be concluded that the safety culture variable has a high level of reliability, so it can continue to be used in further data processing procedures.

This table also shows that the job satisfaction variable has a Cronbach's Alpha value of 0.954 and a Composite Reliability value of 0.960. The resulting Cronbach's Alpha or Composite Reliability value is well above 0.70. The same testing process yielded an Average Variance Extracted (AVE) value of 0.672, well above 0.50. Therefore, it can be concluded that the job satisfaction variable has a high level of reliability.

Furthermore, the Leadership Style variable was found to have a Cronbach's Alpha value of 0.943 and a Composite Reliability value of 0.951. The resulting Cronbach's Alpha or Composite Reliability value was well above 0.70. In the same testing process, an Average Variance Extracted (AVE) value of 0.663 was obtained. This AVE value is well above 0.50. Therefore, it can be concluded that the Leadership Style variable again has a high level of reliability.

Inner Model

R2 Analysis Results

The inner model was tested by observing the coefficient of determination, or R-square, generated. Based on the data processing performed, the results are described in Table 5 below:

Table 5. Results of R2 Analysis

	R Square	R Square Adjusted
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Safety Culture	0.553	0.549
Job satisfaction	0.758	0.753

In table 5, the R-square value of the safety culture and job satisfaction variables is 0.549 and 0.753, the coefficient value shows that the safety culture variable is influenced by Leadership Style by 54.90%, while the job satisfaction variable is influenced by Leadership Style by 75.30%.

Q Analysis Results

Inner model testing was also performed using the Q-square or Stone-Geisser test, which is performed using a blindfolding procedure. A Q-square value greater than 0 indicates that the model has predictive relevance. The Q-square results can be seen in the blindfolding calculation results in the construct cross-validation redundancy section.

Table 6. Q2 Analysis Results

	SSO	SSE	Q ² (=1-SSE/SSO)
Safety Culture	1980,000	1377,419	0.304
Job satisfaction	1320,000	659,185	0.501
Leadership Style	1100,000	1100,000	

A Q-square value less than 0 indicates that the model lacks predictive relevance. The calculation results in Table 5.10 show that the Q2 value is 0.501. Because the Q2 value is greater than zero, the model meets predictive relevance, indicating that the model has been properly reconstructed. The complete measurement model framework generated in this study is shown in Figure 1 below:

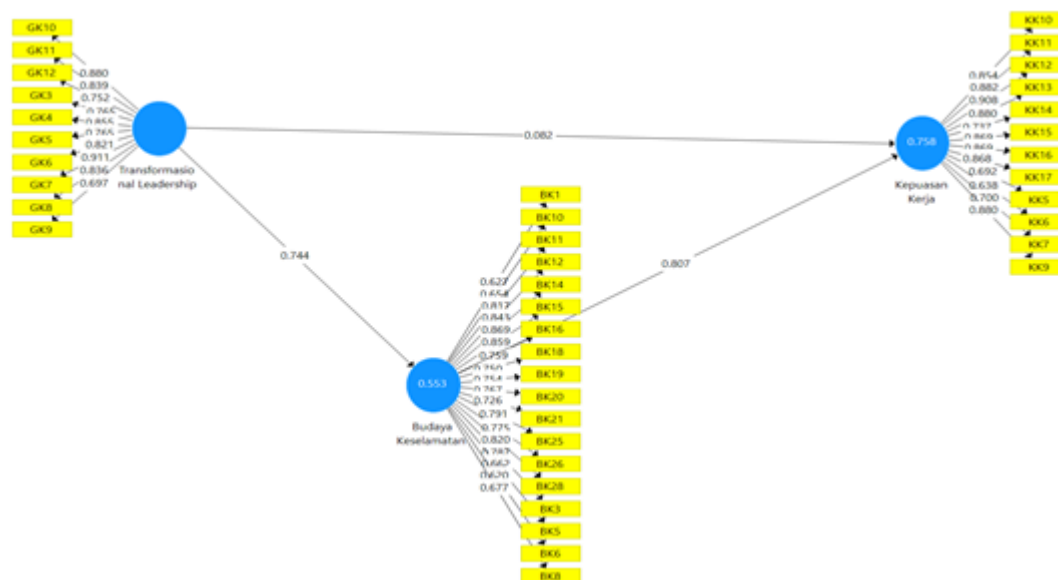


Figure 1. Measurement Framework Model

In the measurement framework model, it can be seen that each research variable used has been measured with the right statement instrument, this is because each valid statement has a loading factor > 0.50. In addition, in the measurement model framework, it is identified that the determination coefficient values obtained are 0.553 and 0.758. Where the coefficient value of 0.553 on the safety culture variable indicates that there is an influence of the transformational leadership variable on safety culture of 55.30%. While the coefficient value of 0.758 indicates that the Transformational leadership and safety culture variables contribute up to 75.80% to influence the job satisfaction of employees of Prof. H. Muhammad Yamin, SH Regional General Hospital. The results obtained indicate that the transformational leadership and safety

culture variables are influential variables in predicting the job satisfaction of employees of Prof. H. Muhammad Yamin, SH Regional General Hospital.

Hypothesis Testing Results

Hypothesis testing was carried out using the T-statistic test. Based on the data processing that had been carried out, the results were described in the following table 7:

Table 7. Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Safety Culture -> Job Satisfaction	0.807	0.812	0.061	13,247	0.001
Leadership Style -> Safety Culture	0.744	0.753	0.041	18,032	0.001
Leadership Style -> Job Satisfaction	0.082	0.078	0.073	1,131	0.259

In the third hypothesis testing stage, it was found that safety culture has a positive regression coefficient of 0.807, the results were statistically strengthened by the T-statistic value of 13.247. Data processing was carried out using an error rate of 0.05. The results obtained showed a T-statistic value of $13.247 > 1.96$ and a P value of 0.00, which is < 0.05 . Therefore, H_0 was rejected and H_3 was accepted so that it can be concluded that safety culture has a direct and significant effect on Job Satisfaction at Prof. H. Muhammad Yamin, SH Regional General Hospital.

In the first hypothesis testing stage, it was found that the Leadership Style variable had a positive regression coefficient of 0.744. Data processing was carried out using an error rate of 0.05. The results obtained showed a T-statistic value of $18.032 > 1.96$ and a P value of 0.00, which is < 0.05 , so the decision was that H_0 was rejected and H_1 was accepted so that it can be concluded that leadership style has a direct and significant effect on safety culture at Prof. H. Muhammad Yamin, SH Regional General Hospital.

In the second hypothesis testing stage, between transformational leadership and job satisfaction, it was found that the Leadership Style variable had a positive regression coefficient of 0.082. The T-statistic value was 1.131. The testing procedure was carried out using an error rate of 0.05. The results obtained showed a T-statistic value of $1.131 < 1.96$ and a P value of $0.259 > 0.05$. So the decision is that H_0 is accepted and H_2 is rejected so it can be concluded that leadership style does not have a significant direct effect on job satisfaction at Prof. H. Muhammad Yamin, SH Regional General Hospital.

Meanwhile, table 8 shows that the Leadership Style variable has a positive regression coefficient of 0.601, and these results are strengthened by the T-statistic value of 10.041. These results indicate that the T-statistic value of $10.041 > 1.96$ and the P value of 0.00 < 0.05 . So the decision is that H_0 is rejected and H_4 is accepted, thus it can be concluded that there is an influence of the middle-level manager's transformational leadership style on job satisfaction through the safety culture of Prof. H. Muhammad Yamin, SH Regional General Hospital.

Table 8. Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
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Leadership Style -> Safety Culture -> Job Satisfaction	0.601	0.612	0.060	10,041	0.000
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In general, a summary of the results of hypothesis testing can be seen in the structural framework model as can be observed in Figure 2 below:

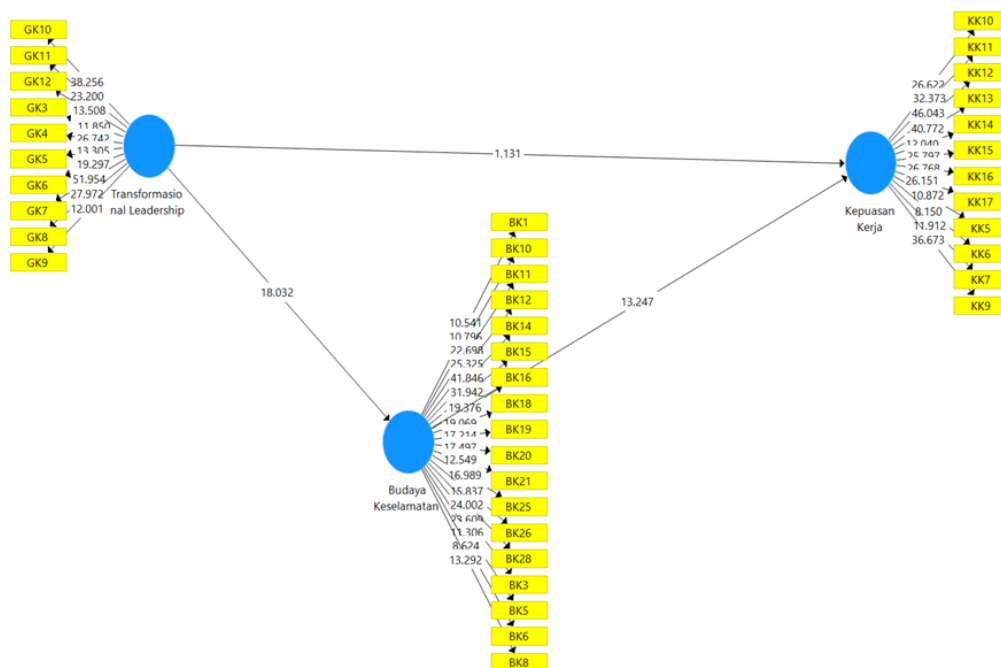


Figure 2. Structural Framework Model

In the conceptual framework model, the t-statistic value of the Leadership Style variable on safety culture is 18,032, where the t-statistic value is far above 1.96, so it can be concluded that the Leadership Style variable has a direct, significant effect on safety culture at Prof. H. Muhammad Yamin, SH Regional General Hospital. While the statistical value of the Leadership Style variable on job satisfaction is 1,131, the t-statistic value is far below 1.96, so it can be concluded that the Leadership Style variable does not have a direct, significant effect on safety culture at Prof. H. Muhammad Yamin, SH Regional General Hospital. Continued with the third hypothesis, the statistical results show that the safety culture variable has a t-statistic value of 13,247, where the t-statistic value obtained is far above 1.96, thus it can be concluded that safety culture has a direct, significant effect on Job Satisfaction at Prof. H. Muhammad Yamin, SH Regional General Hospital.

Qualitative Research Results

Qualitative research is a follow-up to quantitative research. Based on the results of previous quantitative research, qualitative research variables were identified, namely the relationship between leadership style and job satisfaction and other factors influencing employee job satisfaction.

Informant Characteristics

The number of informants in this study was 8 people. Data collection for informants was carried out through in-depth interviews. Informants consisted of employees working at Prof. H. Muhammad Yamin, SH Regional General Hospital, the Director of Prof. H. Muhammad Yamin, SH Regional General Hospital, the Deputy Director for Services and Support Services, the Hospital Quality Committee, and the K3RS Committee of Prof. H. Muhammad Yamin, SH Regional General Hospital.

Table 9. Informant Characteristics

No.	Characteristics	Informant Code	Age	Length of work
1.	Cashier 1	A1	46 years old	20 years
2.	Cashier 2	A2	44 years old	15 years
3.	Inpatient Staff	A3	35 years	10 years
4.	Pharmacist	A4	30 years	5 years
5.	Doctor	A5	37 years old	4 years
6.	Quality Committee	A6	34 years old	4 years
7.	K3RS Committee	A7	28 years old	2 years
8.	PPI Committee	A8	36 years old	7 years
9.	Deputy Director of Services and Service Support	A9	48 years old	8 years
10.	Director	A10	52 years old	14 years
11.	Acting Head of TKRS Working Group	A11	47 years old	13 years old

The table above shows the characteristics of the key informants in this study. The key informants selected were employees at Prof. H. Muhammad Yamin, SH Regional General Hospital. The informants' characteristics varied both in age and length of service at the hospital.

The Relationship Between Leadership Style and Job Satisfaction

The following presents a matrix which is a reduction of the results of in-depth interviews on whether transformational leadership style influences job satisfaction.

Table 10. Reduction of In-depth Interview Results on Leadership Style

Transformational influences employee job satisfaction

Topics	Answer	Conclusion
Transformational Leadership Style Influences Employee Job Satisfaction	<ul style="list-style-type: none"> a. The leader has not been able to provide inspiration to employees in their work, because he has only just served as a middle level manager (A8) b. Leadership has not been able to provide a good example to employees (A4, A5) c. Leaders rarely meet employees (A1) d. Leaders do not help if employees experience problems (A2, A8) 	Transformational Leadership Style does not affect employee job satisfaction because employees feel that leaders are not yet able to be an inspiration and good example for employees.

Based on the results of in-depth interviews with various informants, it was concluded that the Middle Manager Transformational leadership style does not affect employee job satisfaction because employees feel that leaders are not yet able to be an inspiration and an example for employees.

Factors that Influence Job Satisfaction

The following is a matrix which is a reduction of the results of in-depth interviews regarding the factors that influence the job satisfaction of employees at Prof. H. Muhammad Yamin, SH Regional General Hospital:

Table 11. Reduction of In-depth Interview Results on Factors Influencing Employee Job Satisfaction

Topics	Answer	Conclusion
Factors that influence employee job satisfaction	a. Patients feel helped by the presence of officers (A1 and A2) b. Social elements such as kinship created within the unit (A5) c. Work environment factors that support work (A4) d. Salary and Allowance Elements (A3)	The factors that influence the job satisfaction of RSUD employees are quite diverse, including social factors, environmental factors, and salary factors.

Based on the results of in-depth interviews with various informants, it was concluded that the factors that influence employee job satisfaction at Prof. H. Muhammad Yamin, SH Regional General Hospital are social factors, environmental factors, and salary.

Safety Culture

The following is a matrix which is a reduction of the results of in-depth interviews regarding the safety culture of Prof. H. Muhammad Yamin, SH Regional General Hospital:

Table 12. Reduction of In-depth Interview Results on Safety Culture at Prof. H. Muhammad Yamin, SH Regional General Hospital

Topics	Answer	Conclusion
Safety Culture and Incident Reporting	a. Officers report if it has had an impact on safety (A6 and A7) b. Number of safety incidents that are not considered an incident (A8)	Incident reporting is carried out by officers if it has an impact on patients, visitors, or staff. An incident that nearly impacts safety is not considered an incident. This is compounded by officers' lack of concern for quality and safety culture, which leads to delayed or even unreported reporting of safety incidents.

Within the Safety Culture, there is an element of reporting culture, where every officer is required to report to the relevant committee if there is a safety incident, whether it is a safety incident on officers or a patient safety incident. Prof. H. Muhammad Yamin, SH Regional General Hospital has a K3RS (Hospital Occupational Health and Safety) Committee, which is tasked with assisting the director in creating policies, regulations, and procedures related to

occupational safety in the Hospital (Minister of Health Regulation Number 66 of 2016). One of its duties is to collect and investigate occupational safety incidents. Similar to the K3RS Committee, the Hospital Quality Committee is responsible for implementing quality and patient safety in the hospital. The results of document review in the field found that there were 5 cases of safety incidents and work accidents in 2024, while there was 1 case of a patient safety incident. All cases have been investigated using simple investigation methods and Root Cause Analysis (RCA). (Minister of Health Regulation No. 66, 2016)

Based on the TKRS 13 accreditation standard, it states that Hospital Leadership establishes, monitors, and takes action, as well as supports a culture of safety throughout the hospital (KMK 01.07, 2024). Based on the results of in-depth interviews with research informants, it was found that the leadership had established a program related to safety culture, and conveyed at every morning assembly the importance of implementing a culture of safety. The leadership had also conducted training related to the importance of implementing a culture of safety in the hospital. However, due to limited personnel in each room, not all of them participated in the training.

The following is a matrix which is a reduction of the results of in-depth interviews regarding the safety culture of Prof. H. Muhammad Yamin, SH Regional General Hospital:

Table 13. Reduction of In-depth Interview Results on Safety Culture at Prof. H. Muhammad Yamin, SH Regional General Hospital

Topics	Answer	Conclusion
Safety Culture and Incident Reporting	<ul style="list-style-type: none"> a. The leadership and staff have implemented a safety culture program in accordance with accreditation standards. b. Officers' knowledge has been increased through training on safety culture in 2021. c. Not all officers participate in safety culture training, only those responsible. 	Management has created programs and implemented capacity building programs for officers through training. However, due to officers' lack of awareness of the importance of safety culture, incident reporting is minimal.

Efforts to support a safety culture in hospitals have been made by the leadership and management, however, the level of concern of officers regarding the safety culture itself is still minimal, this is indicated by the minimal reporting of safety incidents, both patient safety and work safety.

The Triangulation Matrix regarding safety culture based on in-depth interviews and document review can be seen in the following table.

Table 14. Triangulation Matrix of Safety Culture of Prof. H. Muhammad Yamin, SH Regional General Hospital

Topics	In-depth Interview	Document Review	Conclusion
Safety Culture and Incident Reporting	Incident reporting is carried out by officers if it has an impact on patients, visitors, or staff. An incident that nearly impacted safety is not an incident.	From the document review, it was found that there were 5 incidents reported regarding work safety incidents and only 1 incident regarding patient safety incidents.	A lack of understanding among officers regarding incident reporting culture leads to a decline in overall safety culture. Public awareness of safety culture and incidents that impact safety is needed to improve the reporting culture.

The Relationship between Leadership Style and Safety Culture

In accordance with the results of the first hypothesis test, it was found that Leadership Style has a relationship with Safety Culture at Prof. H. Muhammad Yamin, SH Regional General Hospital. The results of the hypothesis test show that the better the leadership style, the better the safety culture. *Middle Level Manager*, the better the safety culture that is formed. This aligns with research conducted by Nabila and Sami'an (2014), which states that transformational leadership can predict both safety compliance and safety participation. Leaders with transformational leadership will focus on employee safety and well-being and encourage employees to participate in safety activities.

The findings are supported by research conducted by Kartika *et al.*, (2015) where the transformational leadership style implemented by the leaders has improved the patient safety culture in the hospital. However, in a study conducted by Kartika *et al.*, it was stated that the reporting culture has not been running well. This supports the results of the study which stated that the officers of Prof. H. Muhammad Yamin, SH Regional General Hospital lacked understanding of the incident reporting culture. According to Kartika *et al.*, more frequent socialization to employees regarding the incident reporting culture is needed by emphasizing a non-blaming culture, outlining steps for handling safety incidents, and conducting risk assessments.

In-depth interviews revealed that reporting of safety incidents was suboptimal because staff sometimes ignored incidents that had no impact. This indicates that staff's concern for quality and safety at Prof. H. Muhammad Yamin, SH Regional General Hospital is not yet optimal.

In accordance with Ministry of Health Regulation No. 01.07 of 2024 concerning Hospital Accreditation Standards, management has implemented a safety culture program, including conducting safety culture training, conducting safety culture surveys, and supporting a culture of reporting. However, it is still not running optimally because not all staff are participating. Only those involved in quality are participating.

The Relationship between Leadership Style and Job Satisfaction

In accordance with the results of the second hypothesis test, it was found that leadership style did not have a significant relationship with employee job satisfaction at Prof. H. Muhammad Yamin, SH Regional General Hospital. This is in line with research conducted by Ahmad, *et*

al. (2013) which stated that transformational leadership style was not significant with employee job satisfaction. This could be due to other factors that cause job satisfaction such as the work environment and salary. This is also in line with the results of qualitative research which stated that environmental factors and salary are among the factors that lead to employee job satisfaction at Prof. H. Muhammad Yamin, SH Regional General Hospital.

Qualitative research found that leadership style was not a factor in employee job satisfaction. This was because employees felt that middle managers were unable to inspire them. Furthermore, employees felt that leaders did not help provide solutions when employees encountered problems.

Similar results were also found in research conducted by Subagio and Nabilla (2024), which found that leadership style variables had no effect on job satisfaction. This is based on the presence of other variables that dominate in influencing job satisfaction. Transformational leadership style can be a leadership model for organizations that have a desire to develop or feel dissatisfied with the current organizational conditions. Transformational leadership style can be maintained with a flexible approach with the aim of integrating the desires of employees and stakeholders. To build employee job satisfaction, transformational leadership must pay more attention to internal and external aspects of employee appreciation.

Egalitarian and transformational leadership styles are correlated in terms of collaboration, innovation, and individual development. Both leadership styles directly provide opportunities for employees to share inspiration and ideas, open communication, and equality in individual development. Transformational leadership often contains egalitarian elements, particularly in terms of team empowerment and open communication. However, transformational leaders still have a central role in guiding and inspirational leadership, while egalitarian leadership emphasizes the equitable distribution of power. In the context of hospitals, culture formation is crucial, as evolving hospital regulations require an organizational culture oriented toward change, growth, and the achievement of long-term goals with high enthusiasm.

The Relationship between Safety Culture and Job Satisfaction

In accordance with the results of the second hypothesis test, it was found that safety culture has a significant relationship with job satisfaction at Prof. H. Muhammad Yamin, SH Regional General Hospital. These results align with research conducted by Ramli et al. (2018), which found a significant relationship between safety culture and job satisfaction. This means that the more positive the perceived safety culture, the higher the employee job satisfaction.

Based on the results of the respondent achievement level (TCR) in the safety culture dimension which is classified as moderate (70.48%), it means that the safety culture formed at Prof. H. Muhammad Yamin, SH Regional General Hospital has been formed quite well. This can indicate that employees consider the management actions provided by management are felt to be able to guarantee their safety while working at the hospital. Employees also have a fairly good commitment within themselves to continue to maintain safety at work, both for their own safety and the safety of patients.

Hospitals are high-risk workplaces, meaning all hospital employees must be well-educated about the potential for safety incidents. However, research triangulation revealed that safety incident reporting is relatively low compared to those with moderate levels of safety culture. This suggests that moderate levels of safety culture can influence employee perceptions of patient safety incident reporting, leading employees to feel less compelled to report incidents that do not impact patients, visitors, or the employees themselves. According to research by Karmila (2023), patient safety culture significantly impacts safety incident reporting. This means that a positive safety culture within a hospital will lead to positive employee reporting of patient safety incidents, and vice versa.

The Relationship between Leadership Style and Job Satisfaction through Safety Culture

According to the results of the fourth hypothesis test, a relationship was found between leadership style and job satisfaction through safety culture. These results align with research conducted by Kuspianto (2017), which found that improved transformational leadership leads to improved safety culture. Transformational leadership and the organizational culture within an organization can contribute to employee job satisfaction.

When a leader is attentive to aspirations and manages their work effectively, employees will feel happy. Therefore, organizations need to implement transformational leadership to foster a positive organizational culture. If transformational leadership is implemented effectively and the hospital's safety culture supports it, employees will feel satisfied with their work. This aligns with the model developed by Stone (2006), which demonstrates that leadership, as a core domain structure within a healthcare organization, will enhance employee job satisfaction through a safety culture (Stone, 2006)..

Factors Influencing Employee Job Satisfaction

In-depth interviews with informants revealed that several factors influencing employee job satisfaction include financial, environmental, and social factors. This aligns with research conducted by Saputra and Andani (2021), which found a significant influence between the work environment and employee job satisfaction. The work environment encompasses all aspects of the environment surrounding workers, including the environment that can influence employee performance. influences workers in carrying out their duties. Every employee always expects a friendly, comfortable, and supportive work environment. In a hospital organization with diverse professions, a non-physical work environment, such as a sense of family, can have a significant impact on perceived job satisfaction.

Financial factors are also a contributing factor to job satisfaction at Prof. H. Muhammad Yamin, SH Regional General Hospital. This finding aligns with research by Wangidjaja et al. (2024) which found a significant correlation between compensation and job satisfaction. This means that adequate compensation provided by the hospital will increase employee job satisfaction. This can also foster employee motivation because they feel appreciated for their work. When their work is appreciated, they will feel happy about the work itself.

In-depth interviews also found that social factors are a contributing factor in increasing employee job satisfaction. These social factors refer to interactions between individuals within the organization. In hospital settings, interactions between staff and patients are a frequent occurrence. Patient dissatisfaction can lead to conflict both internally and externally. Patient satisfaction reflects a hospital's image, requiring all employees to provide excellent patient care. This finding aligns with research by Mulyana et al. (2020), which found a significant correlation between social factors and employee job satisfaction. A well-established relationship between individuals within an organization leads to employee job satisfaction. Therefore, leadership is crucial for fostering positive relationships, particularly with patients.

Conclusion

This study has explored the correlation of transformational leadership style, safety culture, and job satisfaction of the employees in Prof. H. Muhammad Yamin, SH Regional General Hospital. The findings revealed that transformational leadership has a strong positive influence on the development of a sound safety culture. Transformational leadership by middle-level managers provided an environment where safety is given importance thus enabling the organisational culture to be built. Despite this beneficial effect on the safety culture, it was found that there is no direct correlation between transformational leadership style and job satisfaction among the employees, showing that other factors have a stronger immediate impact on job satisfaction.

The results further highlighted the central position of safety culture in influencing job satisfaction. Those employees who felt they had a positive safety culture (in which their well-being and that of patients were a priority) reported high rates of job satisfaction. This fact supports the importance of safety culture as an important element of the accident-prevention strategy and the promotion of the morale and satisfaction of the employees. As a result, the concept of safety culture can be regarded as a mediator between leadership practices and employee satisfaction, and it exemplifies how the organisational values and practices directly affect the workforce satisfaction.

Besides, the research also pointed out that transformational leadership and job satisfaction had an indirect relationship through the indirect mediation of safety culture. Although the leadership style was not directly influential on job satisfaction, its influence on the safety culture turned out to be a significant mediating force. These findings indicate that leadership plays a critical role in influencing the organisational climate; however, the culture developed within, especially on safety is stronger on employee satisfaction. As such, the improvement of leadership might not be enough, but the organisational culture should also be compatible with the values and expectations of employees.

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