

The Effect of Leadership, Motivation, and Work Environment on Employee Performance at Hermina Hospital Makassar

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Abstract

This study aims to determine whether leadership, motivation, and work environment have a positive and significant effect on the performance of employees at Hermina Hospital Makassar. In this study, a sample size of 76 individuals out of the total 300 employees of Hermina Hospital Makassar was examined. The results of this study demonstrate that: (1) Leadership has a positive and significant effect on Employee Performance; (2) Motivation has a positive and significant effect on Employee Performance; (3) The Work Environment has a positive and significant effect on Employee Performance. Thus, the findings of this study indicate that leadership, motivation, and work environment play crucial roles in enhancing the performance of employees at Hermina Hospital Makassar. This research contributes to a better understanding of the factors influencing employee performance in a hospital setting. The implications of this study underscore the importance of developing effective leadership, high motivation, and conducive work environments to achieve optimal performance. These findings can serve as a basis for improving and developing human resource management strategies at Hermina Hospital Makassar, as well as contribute to further research in this field.

1. INTRODUCTION

HR is the most important element of an organization, when a comparison is made on elements from several other sources, such as capital, then money, and technology, because it is the human being who will select, determine, and control these resources. Where humans will search for capital, then humans choose and determine the appropriate technology and humans also control financial management. The chain of these activities is a system or mechanism that is arranged in a series of activity processes to achieve a goal and is commonly known as management.

Human resource management is essentially an integral part of all hospital management. Where HR is the main asset in the hospital, then strategic HR management provides insight for all managers at both functional and structural levels to become a manager. Based on the description of these problems, the authors have an interest in carrying out a study whose title is "Influence. Leadership, Motivation and Work Environment

on Employee Performance at Hermina Makassar Hospital."

2. LITERATURE REVIEW

Human resources are an important asset and mutually influence the running of the organization. Human resources as the main force in a government agency that plays a very important role in carrying out the work programs being carried out. To be able to carry out their duties properly, the development of hospital employees is directed at increasing human resources to improve leadership, motivation, and comfort in the work environment .

2.1 Leadership

According to Wiratama (2014: 84) Leadership is to carry out understanding and stages in doing work a job together based on the individual in order to become a leader. Therefore, leadership can be interpreted as a behavior that has a specific purpose in order to influence the activities of the members of the

association so that common goals can be achieved.

According to Kartono (2005:34) indicators of leadership style, as follows:

- a. Decision Making Ability
Decision making is a systematic approach in taking the most appropriate and good actions.
- b. Motivating Ability
Motivating ability is the encouragement to act in accordance with the goals and objectives to be achieved.
- c. Communication Skills
Communication skills are skills in conveying messages, ideas to others directly.
- d. Ability to Control Subordinates
Leaders must be able to make others follow their wishes with the power of office in place for the long term interests of government agencies.

2.2 Motivation

In Uno's view (2014: 8) if motivation is support or a strength from the individual to be able to carry out a certain goal that will be achieved. With the presence of a motivation given from a leader to his subordinates, it is hoped that it can provide an increase in performance for employees at Hermina Makassar Hospital.

Humans will be encouraged to meet the strongest needs according to the time, circumstances and experiences in question following a hierarchy. In Maslow's Hierarchy Theory of this need there are five level indicators, viz :

- a. Physiological needs
It is this main need that drives each individual to do any kind of work, for example food, drink, rest/sleep.
- b. The need for security
The need for physical and spiritual safety, personal security, security and freedom from fear. Each individual yearns for security for himself, including his family.
- c. Social needs
Every human being always feels the need to socialize with other human beings. During

human life in this world it is impossible to be separated from the help of other parties and the opportunities given to establish close relationships with other people.

- d. The need for appreciation
People try to do work that allows them to get respect/appreciation from society and recognize individual work.
- e. Self-actualization needs
The need for self-realization and self-actualization.

2.3 Work Environment

In Martoyo's view (2007: 38) provides a definition if the work environment is the state of the environment for the creation of ideas, then nuances and various stages in order to be able to carry out ideas, then an initiative, as well as various ways of providing creative thoughts in work, work organization, and views so that you feel an increase and a progress. Therefore, it is necessary to have a working environment that is truly conducive in order to be able to present the dynamics of work as a whole with the demands of work.

Indicators A pleasant work environment for paramedics with a harmonious bond between superiors, colleagues at work, or subordinates. In this case, humans will continue to strive to be able to adapt to the various environments around them. Where is the current working environment in terms of places such as a four-story office building surrounded by shady trees and far from sounds that can cause noise with spacious room facilities equipped with air conditioning, tables and chairs, some of which need to be renewed.

3. RESEARCH METHODS

The success of the performance of the employees of Hermina Makassar Hospital is the realization of work productivity which is marked by the implementation of all activities which in the process are carried out in accordance with the rules and regulations that have been determined and the achievement of the goals that have been planned effectively and efficiently.

4. RESULTS AND DISCUSSION

4.1 Research result

a. Validity Test Results

The validity test in this study aims to test whether a statement/questionnaire in research is valid or not. The minimum requirement to be considered eligible is if $r_{count} > r_{table}$ (0.30). if it is less than 0.30 then it is declared invalid, as shown in the table below:

Variable	No. Items	r count	r table	Information
Leadership (X1)	1	0.370	0.30	Valid
	2	0.528	0.30	Valid
	3	0.477	0.30	Valid
	4	1	0.30	Valid
Motivation (X2)	5	0.536	0.30	Valid
	6	0.515	0.30	Valid
	7	0.303	0.30	Valid
	8	0.355	0.30	Valid
Work environment (X3)	9	1	0.30	Valid
	10	0.403	0.30	Valid
	11	0.667	0.30	Valid
Employee Performance (Y)	12	0.446	0.30	Valid
	13	1	0.30	Valid
	14	0.520	0.30	Valid
	15	0.543	0.30	Valid
	16	0.556	0.30	Valid
	17	0.566	0.30	Valid
	18	0.819	0.30	Valid
	19	1	0.30	Valid

Source: Primary Data Processed, 2022

From the statement of the instrument above, it shows that and the indicators in each statement that have a value of $r_{count} > r_{table}$ are in accordance with the validity test requirements that the value of $r_{count} > r_{table}$ (0.30). Thus, it can be seen that the statements on the variables Leadership, Motivation, Work Environment on Employee Performance are declared valid to be used as a variable measuring instrument because all statements listed in the questionnaire fulfill the requirements.

b. Reliability Test

The reliability of an indicator or questionnaire can be seen from the value of the Critical Point where a construct or indicator is

said to be reliable, that is, if the Critical Point value is greater ($>$) 0.60, then the indicator or questionnaire is reliable, as shown in the table below:

Variable	Coefficient Reliability	Point Critical	Information
Leadership (X1)	0.774	0.60	Valid
Motivation (X2)	0.818	0.60	Valid
Environment Work (X3)	0.864	0.60	Valid
Employee Performance (Y)	0.878	0.60	Valid

Source: Primary Data Processed, 2022

In the table above, it is known that there are 19 items with a Reliability Coefficient value $<$ Critical Point (0.60), it can be concluded that the 19 items of questionnaire statements for the variables of Leadership, Motivation, Work Environment, and Employee Performance are reliable.

a. Results of Multiple Linear Regression Analysis

Multiple linear regression analysis is a linear relationship between two or more independent variables (X_1, X_2, X_3) and the dependent variable (Y).

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients	Standardized Coefficients			
	B	std. Error	Betas		
1 (Constant)	2,550	,306		8,320	,000
Leadership	,003	,083	,004	,037	,971
Motivation	,204	,078	,272	2,614	,011
Work environment	,577	,080	,796	7,176	,000

a. Dependent Variables. Employee Performance
 Source: Primary Data Processed, 2022

$$Y = 2.550 + 0.003 (X_1) + 0.204 (X_2) + 0.577 (X_3)$$

The following Equation values can be interpreted:

a = Constant 2.550, which means that if there is no increase in the value of the Leadership, Motivation, Work Environment variables, the Employee Performance value is 2.550.

$b_1 = 0.003$ this means that leadership has less influence on employee performance, where the higher the position held by each employee, it will not affect employee performance at work.

$b_2 = 0.204$ this means that motivation has a positive influence on employee performance, where the higher the motivation possessed by each employee, the employee's performance will increase.

$b_3 = 0.577$ this means that motivation has a positive influence on employee performance, where the higher the motivation possessed by each employee, the employee's performance will increase.

b. t Test Results (Partial)

Based on the results of the t test it was concluded that the employees of the Makassar Hermina Hospital had low leadership towards employees. Motivation and Work Environment have a strong influence on Employee Performance. These two factors support employee performance. Calculations made by the variable Leadership (X1) produce a t count of 0.037 with a significant level of 0.971. motivation variable (X2) produces a t count of 2.614 and a significant level of 0.011. Meanwhile, the Work Environment variable (X3) produces a t count of 0.80 and a significance level of 0.000. Partially Leadership has no effect on Employee Performance. However, Partially Motivation, Work Environment affect Employee Performance.

c. F Test Results (Simultaneous)

Annova ^a

Model	Sum of Squares	df	MeanSquare	F	Sig.
1 Regression	7,828	3	2,609	22,031	,000
residual	8,527	72	,118		^b
Total	16,355	75			

- a. Dependent Variable: Employee Performance
- b. Predictors: (Constant), Leadership, Motivation, Work Environment.

Source: Primary Data Processed, 2022

Based on the Annova table ^a, it is obtained a significance of 0.000 < 0.05 with an F value of 22.031, meaning that Leadership (X1), Motivation (X2), and Work Environment (X3) have a significant effect simultaneously on Employee Performance (Y) Hermina Hospital Makassar City.

d. Determination Coefficient Test Results

Summary Model ^b

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,692	,479	,457	,34415

- a. Predictors: (Constant), Leadership, Motivation, Work Environment.

- b. Dependent Variable: Employee Performance
- Source: Primary Data Processed, 2022

Based on the information presented in the table above, the coefficient of determination is 0.685, meaning that 68.5% of the independent variables consisting of Leadership (X1), Motivation (X2), and Work Environment (X3) simultaneously or simultaneously affect performance Employees (Y) at Hermina Hospital Makassar City and the rest are influenced by other factors not included in this study.

4.2 Discussion

a. The Influence of Leadership on Employee Performance

The results of a partial test provide an indication if the leadership variable has a positive and significant effect on the performance of Hermina Makassar Hospital employees, as evidenced by the t-count value of 0.037 with a significance level of 0.971, greater when a comparison is made through the $\alpha = 5\%$ level. It is intended that leadership is fairly bad, then an employee's performance will have a downward trend. Therefore, a leadership is very determined from the role of indicators that form Employee Performance which consists of a guiding leadership, then supportive leadership, then participative and leadership that has achievement goals. These four indicators have

been implemented to support the Performance of Hospital Hermina Makassar Employees.

b. The Effect of Motivation on Employee Performance

Motivation is an action that directs individual behavior in taking an action in order to achieve goals. The results of the tests provide an indication if motivation has a significant and positive influence on the performance of an employee at Hermina Makassar Hospital as evidenced by the t value of 2.614 with a significance level of 0.011, smaller when juxtaposed through the level of $\alpha = 5\%$ This proves that the more Given the motivation, employee performance tends to increase.

c. The Influence of the Work Environment on Employee Performance

Work Environment, namely a condition that is needed so that it can be considered in the office. This is related to comfort in working, then temperature, humidity in the work space. Where the influence of environmental variables at work on an employee's performance is very much determined from the role of indicators that make it happen, which includes using indicators of the state of the work location room, then complete facilities at work, indicators of good bonding with colleagues at work, and safety when working . This result is proven by the t value of 2,343 with a significance level of 0.000, which is smaller when compared to the level of $\alpha = 5\%$, so it will affect the performance of a hospital employee. Where is Hermina Makassar at work. Therefore, the work environment has a positive and significant influence on the performance of an employee at Hermina Makassar Hospital.

5. CLOSING

5.1 Conclusion

According to what is researched and the description of the discussion, a conclusion can be drawn from this research, namely:

- a. Leadership has a positive influence, but not significantly on the performance of Hermina Makassar Hospital employees, which means

that leaders must be able to provide sanctions for subordinates who violate the rules .

- b. Motivation has a positive and significant influence on the performance of an employee at Hermina Makassar Hospital, which means that the motivation that is shared continues to increase, therefore the employee's performance is getting better in carrying out their duties.
- c. The work environment has a positive and significant influence on the performance of an employee at Hermina Makassar Hospital, which means that a comfortable working environment will have a positive effect on an employee's performance.

5.2 Suggestion

In accordance with these conclusions, the author provides a suggestion on several things so that it can be a consideration, namely:

- a. It is hoped that the leadership of the Hermina Makassar Hospital will provide direction to their subordinates regarding the importance of carrying out tasks and mandates properly according to the procedures predetermined by the Hermina Makassar Hospital.
- b. It is hoped that policy makers at Hermina Makassar Hospital, in increasing motivation for employee performance in the form of giving rewards (both salary and non-salary income) as well as good communication with colleagues can provide high morale support for employees of Hermina Makassar Hospital.
- c. It is hoped that the decision makers at Hermina Makassar Hospital will make the work environment the center of attention for the comfort of employees at work. Because, the work environment is very big influence in improving employee performance.

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