

The Influence of Leadership and Motivation to Nurses Performance in Private Hospital

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Abstract

Background: Hospital services require comprehensive and professional performance of nurses in improving hospital quality, several factors that influence it are good leadership and motivation. The service quality of Private Hospital is still not in line with expectations, which means that some nurses' performance needs to be improved. **Method:** type of quantitative research with a cross-sectional approach. The research sample consisted of 58 nurses, determination of sampling with total sampling. The data were collected through a questionnaire that has been tested for validity and reliability. The questionnaire consists of 60 questions. Data analysis uses multiple linear regression. **Result and discussion:** leadership t test 2.768 with a significance level of 0.008 indicating that leadership influence the performance of nurses. Motivation t test 6.336 with a significance level of 0,000 indicates that motivation influence the performance of nurses. F value of 26.515, significance of 0.000 shows leadership and motivation have a positive and significant influence on nurse performance. **Conclusions:** leadership influence the performance of nurses, motivation influence the performance of nurses, leadership and motivation together have a positive and significant influence the performance of nurses.

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Key Word: Leadership, Motivation, Performance

INTRODUCTION

Service delivery in hospitals requires comprehensive and professional human resources so that they can provide satisfying services for customers, especially patients and families of patients¹. Intellectual ability, interpersonal communication, technical and moral abilities are abilities that must be possessed by nurses because nurses are the most important resource in carrying out a hospital service².

Analysis of the factors that influence the improvement of nurses' performance needs to be done by paying attention to the needs of the nurses, including good leadership and motivation for nurses³.

Research conducted by Ibrahim et. al shows that low levels of leadership lead to poor quality nurse performance⁴. The poor quality of nurse performance results in not achieving the goals and objectives set, without using appropriate leadership and providing motivation⁴. The motivation of a nurse strongly supports the performance of nurses because they are always confident in carrying out nursing care for patients⁵. Motivation has a positive influence on employee performance, meaning that motivation is increasing, so the value of employee performance increases⁶.

Based on the results of interviews with nurses at Private Hospital, several quality services were not in line with

expectations. This means that there are still some nurses performance that needs improvement including:

1) Leadership that is not in line with employee expectations,

2) Nurse compliance with procedures and standards services that are not maximal,

3) Employee discipline that is still low, marked by the presence of employees who arrive not on time or go home early.

Based on the background above, it is necessary to do research related to "The influence of leadership and work motivation on the performance of nurses at Private Hospital".

MATERIAL AND METHODS

Type of Research

This research uses quantitative research with a cross-sectional approach. Quantitative research is a method of research in the form of numbers and analysis using statistics with the aim of testing predetermined hypotheses⁷, while cross sectional studies are studies that measure the relationship or influence of the variables studied at one time⁸. In this research, data collection leadership, motivation and performance of nurses were taken simultaneously, which was done after the nurse was willing to follow the research.

Subject and Object of Research

The research subjects were nurses at Private Hospital. The object of this research assessed leadership, motivation and performance at the Private Hospital.

Population, Samples and Sampling

Population is a generalization area consisting of subjects who have certain quantity and characteristics applied in the research⁷. The population used in this research were all nurses at Private Hospital, namely 58 nurses.

The sample is part of the number and characteristics possessed by the population. The sampling technique in this research uses a total sampling technique which is a sampling technique where the population is used as a sample. The number of samples taken in this research was 58 people.

Research Variable

The variables in this research are:

1. Independent variable

The independent variables in this research are leadership and motivation.

2. Dependent Variable

The dependent variable in this research is the performance of nurses in Private Hospital.

Research Instruments

The research instrument used for data collection in this research uses a questionnaire. Questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to be answered⁸.

The leadership instrument in this research uses a questionnaire from Fahmi Aji Wibowos⁹, while motivation and performance use a research questionnaire conducted by Chaidir Ramadan¹⁰.

Test Validity and Reliability

A retest of the questionnaire was conducted on 6 respondents in Private Hospital to find out whether the

respondent could understand each question material well.

1. Validity Test

Validity Test is a way of measuring the similarity of data and obtaining valid data. The measurement of each variable is said to be valid if it is able to measure what should be measured and be able to reveal the data under research¹¹.

Validity test uses Product Moment test. General requirements to be considered valid are seen from the following provisions:

- a) If the significant value is < 0.05 , then the item or variable is declared valid.
- b) If the significant value is > 0.05 , then the item or variable is invalid.

2. Reliability Test

Reliability test is a measurement of stability and determination of the concept of the size of an instrument or measuring instrument so that the measured value does not change in a certain value. Reliability testing in this research uses the Cronbach Alpha value. The criteria of a research instrument are said to be reliable by using this technique, if the reliability coefficient (r_{11}) > 0.7 .⁹

Data Analysis

Data analysis used in this research is a multiple linear regression analysis. Multiple regression analysis to examine the influence model and the relationship of independent variables that are more than two variables to the dependent variable¹¹. Before testing the hypothesis, classical assumptions are tested.

1. Classic Assumption Test

The classic assumption test conducted in this research consisted of: normality and linearity test.

a. Normality test

The normality test is done to find out whether the data is normally distributed or not conventionally can be seen from the graph or the normal distribution histogram of the existing data. In this research the test equipment used was the Kolmogorov Smirnov Z test in a computer program package. Normality test criteria are:

- 1) Probability value (sig.) > 0.05 then normal data can be stated.
- 2) Probability value (sig.) < 0.05 , it can be stated that the data is not normal.

b. Linearity Test

This linearity test is intended to determine the feasibility of free variables and predict the dependent variables. In this research the test equipment used is the test for linearity test. Techniques that can be used to test the correlation coefficient analysis of each independent variable with the dependent variable (Y).

- 1) Probability value (sig.) < 0.05 then linear data can be stated.
- 2) The probability value (sig.) > 0.05 , it can be stated that the data is not linear.

c. Multicollinearity Test

Multicollinearity tests are carried out to detect conditions where there are independent (independent) variables that have linear combinations with others. To test for the symptoms of multicollinearity in a regression model is to look at the tolerance value and VIF (Variance Inflation Factor) value. Multicollinearity test

requirements are if the tolerance value > 0.1 and VIF value < 10 then there is no multicollinearity problem in the regression model.

2. Hypothesis Test

a. T test (partial)

This test is used to test the regression coefficients individually, that is testing separately between each independent variable and the dependent variable, whether the influence is significant or not. The significance test per this variable can be calculated by the t test⁷.

1) Probability value (sig.) < 0.05, it can be stated that there is a significant influence of independent variables on the dependent variable.

2) Probability value (sig.) > 0.05, it can be stated that there is no significant influence of independent variables on the dependent variable.

b. Determination Coefficient Test (R²)

The coefficient of determination (R²) is used to determine the total contribution of all independent variables to the dependent variable. The coefficient of determination (R²) measures the model that is the independent variable how far the ability is in explaining the variation of the dependent variable¹¹.

c. F Test (Simultaneous)

This analysis is used to test together or simultaneously (all independent variables are tested together) on the dependent variable.

1) The probability value (sig.) < 0.05, it can be stated that there is a significant influence together with the independent variables on the dependent variable.

2) The probability value (sig.) > 0.05, it can be stated that there is no significant influence together with the independent variables on the dependent variable.

Hypothesis Test

The hypothesis in the research was developed from theory as an answer to a problem or question that requires empirical testing, which is of an estimation or temporary view of the test results. Thus the hypothesis is related to this research, which is as follows:

H1: Leadership influence the performance of nurses at Private Hospital.

H2: Motivation influence the performance of nurses in Private Hospital.

H3: Leadership and motivation influence the performance of nurses in Private Hospital.

Results

Table 1. Characteristics of Respondents Research

Characteristics	Amount	Percentage
Gender		
Man	12	20,7 %
Woman	46	79,3 %
Last Education		
D3	47	81 %
D4	6	10,4 %
S1	5	8,6 %
Years of Service		
< 1 year	7	12,1 %
1-2 year	32	55,1 %
> 2 year	19	32,8 %
Total	58	100 %

Source: Primary data processed, 2018

Validity and Reliability Test Results

1. Leadership

All questions of leadership variables have a significant value <0.05 so that the statements used in the instrument are valid. The reliability test results are known to Alpha Cronbach of 0.975 ($0.975 > 0.7$) indicating that the leadership variables are reliable.

2. Motivation

All questions of motivation variables have a significant value <0.05 so that the statements used in the instrument are valid. The reliability test results are known to Cronbach Alpha of 0.986 ($0.986 > 0.7$) indicating that the variable motivation is reliable.

3. Performance

All questions of performance variables have a significant value <0.05 so that the statements used in the instrument are valid. The reliability test results are known to Cronbach Alpha of 0.980 ($0.980 > 0.7$) indicating that the performance variable is reliable.

Description of Research Variables

1. Leadership (X1)

Table 2. Respondents' Answer Categories Against Leadership Variables

Category	Interval	Number (f)	%
Very good	3,5-4,0	26	44,8
Good	2,9-3,4	26	44,8
Enough	2,3-2,8	6	10,3
Less	1,7-2,2	0	0,0
Very less	1,0-1,6	0	0,0
Total		58	100

Source: Primary data processed, 2018

Most of the leadership was in the good and very good category, each of them was 26 respondents (44.8%) and enough categories were 6 respondents

(10.3%). These results can be concluded that leadership is good.

2. Motivation (X2)

Table 3. Respondents' Answer Categories Against Motivation Variables

Category	Interval	Number (f)	%
Very high	3,5-4,0	1	1,7
High	2,9-3,4	40	69,0
Medium	2,3-2,8	16	27,6
Low	1,7-2,2	1	1,7
Very low	1,0-1,6	0	0,0
Total		58	100

Source: Primary data processed, 2018

Most of the motivation is in the high category as many as 40 respondents (69.0%), medium category as many as 16 respondents (27.6%), and in the very high and low categories of 1 respondent (1.7%). These results can be concluded that motivation is high.

3. Performance (Y1)

Table 4. Respondents' Answer Categories Against Performance Variables

Category	Interval	Number (f)	%
Very good	3,5-4,0	21	36,2
Good	2,9-3,4	26	44,8
Enough	2,3-2,8	11	19,0
Less	1,7-2,2	0	0,0
Very less	1,0-1,6	0	0,0
Total		58	100

Source: Primary data processed, 2018

The performance of nurses is mostly in the good category as many as 26 respondents (44.8%), very good category as many as 21 respondents (36.2%), and in the sufficient category as many as 11 respondents (19.0%).

These results can be concluded that the nurse's performance is good.

Hypothesis Test Results

Normality test

The value of Kolmogorov-Smirnov obtained a significance value greater than 0.05 so that it can be said to be normally distributed.

Linearity Test

The significance value in linearity is less than 0.05 for the leadership variable (X1) and motivation (X2) on performance (Y) so that it can be stated that the regression model between the independent variable and the dependent variable is linear.

Multicollinearity Test

The results of the multicollinearity test of each independent variable obtained Tolerance > 0.1 and VIF value < 10 values, it can be concluded that there were no symptoms of multicollinearity.

Hypothesis testing

The results of the t test statistics for leadership variables (X1) with nurse performance (Y) of 2.768 with a significance level of 0.008, because the significance is less than 0.05 ($p < 0.05$), these results indicate that there is an influence of leadership (X1) with nurse performance (Y).

As for motivation (X2) with nurse performance (Y) t count value is 6.336 with a significance level of 0.000, because the significance is less than 0.05 ($p < 0.05$) then it shows that there is an influence between motivation (X2) with nurse performance (Y).

The F test is used to test the significance of the regression model. The purpose of this F test is to prove statistically that the overall regression

coefficient of the independent variable indicator used in this analysis is significant. The test results obtained F value calculated at 26.515 with a significance of 0.000. The significance value is smaller than 5% ($p < 0.05$), then leadership (X1) and motivation (X2) influence the performance of nurses (Y).

Adjusted R² value of 0.472 indicates that the leadership variable (X1) and motivation (X2) contribute to the nurse's performance by 47.2%, while the remaining 52.8% is explained by other factors not examined in this research. Other factors include skill levels, competencies, work systems and changes in the internal and external environment.

DISCUSSION

The results of research conducted by Trihastuti showed that leadership had an influence on the performance of nurses at X Hospital in Surabaya¹². The right leadership is applied by the leader influencing the good performance of nurses. Quality leaders are needed to improve human¹³.

According to Rust and Johan leaders at the organizational level tend to have more active leadership skills capable of inspiring trust; motivate subordinates; care about employee welfare; help subordinate workers from leaders at a lower level in their workplace¹⁴.

Leadership in Private Hospital according to some nurses' perceptions is not yet in line with expectations. Based on the distribution of respondents' answers showed that they did not agree if the head of the

division did not discriminate between nurses with each other in the assignment. Health care activities in hospitals are known that the head of department is more often assigning tasks to juniors compared to seniors. This is consistent with the results of research that shows leadership and motivation is felt lacking in nurses with a service period of less than 1 year so there needs to be an improvement in leadership in order to improve the ability of nurses to work. Not only the ability of senior nurses but also junior nurses. Good leadership can help nurse performance to be better because it creates superior nurse performance to provide the best ability in utilizing the opportunities provided by the hospital.

The head of the room in each unit must have a great sense of responsibility not only to the service to the patient but also must be able to be an example for his subordinates to improve performance together. Employee performance will increase if the leader is skilled in using positions, problem-solving skills, being assertive in attitude and commitment in decision making, ability level to be a media in resolving work conflicts and having communication and advocacy skills¹⁵.

There is an influence between motivation with nurse performance. This is consistent with Hawary and Banat's research which showed a significant influence with positive direction between motivation on nurse performance in private hospitals in Amman. Giving motivation to employees in terms of physical aspects, sense of security, social, appreciation and self-actualization¹⁶.

Based on the respondent's answer distribution, showed that they disagreed with the statement "I got an award/ praise from Private Hospital if I was good at work". Award is a factor that influences the high and low performance of employees. An award that is felt to be unfavorable by employees will make the employee's performance less¹⁷.

Nurse discipline at the Private Hospital is still low, characterized by the presence of nurses who arrive not on time or go home early. The level of nurses' compliance with procedures and service standards is also not optimal. Lack of nurse performance can be caused by several factors, one of which is the level of hospital admission to nurses. One form of hospital admission to nurses is by giving awards for the performance nurses have given to the hospital.

Giving awards such as nurses are given the opportunity to develop through education and training or promotion, the performance of nurses will increase, in the sense that nurses will have new knowledge and skills in accordance with the advancement of medical / nursing technology. The development program is basically organized as a means to eliminate or at least reduce the gap between current competencies and standard competencies or what is expected to be done by nurses².

Based on the result, leadership and motivation have a positive and significant influence to the performance of nurses, contribute to the nurse's performance by 47.2%, while the remaining 52.8% is explained

by other factors not examined in this research. Other factors include skill levels, competencies, work systems and changes in the internal and external environment.

Ibrahim et. al showed that the performance among nursing staff reflected a relatively low level of performance due to the poor quality of care and nursing processes⁴. Improved nurse performance is needed to improve the quality of nursing services. The motivation of a nurse strongly supports the performance of nurses. Nurses who have high work motivation will provide services confidently in carrying out nursing care for patients so that their performance also tends to be good compared to employees who do not have motivation in working¹⁸.

Based on the theory and results of previous studies that nurse performance can be influenced by factors of leadership and motivation. Supported by Sobaryaman's research, that leadership and work motivation have a positive and significant influence on the performance of the implementing nurses in the inpatient unit of RSUD dr. Slamet Garut¹⁵.

CONCLUSIONS

1. Leadership has a positive and significant influence on the performance of nurses at the Private Hospital.
2. Motivation has a positive and significant influence on the performance of nurses at the Private Hospital.
3. Leadership and motivation have a positive and significant influence on

the performance of nurses at Private Hospital.

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