



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

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**Keywords:** Leadership, Motivation, Performance.

**Abstract:** 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. Type of quantitative research with a cross-sectional approach. The study 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. For the result of this study, 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.

### **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 patients (Wirawan and Murti 2009). 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 service (Makta 2013).

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 nurses (Mahendra and Brahmasari 2014).

Research conducted by Ibrahim et. al shows that low levels of leadership lead to poor quality nurse performance. The poor quality of nurse performance results in not achieving the goals and objectives set, without using appropriate leadership and providing motivation (Ibrahim 2016). The motivation of a nurse strongly supports the performance of nurses because they are always confident in carrying out nursing care for patients (Sipatu 2013). Motivation has a positive influence on employee performance, meaning that motivation is increasing, so the value of employee performance increases (Juanti 2017).

Based on the results of interviews with nurses at the 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".

### METHOD

This research uses quantitative research with a cross-sectional approach. The research subjects were nurses at Private Hospital. The object of this research assessed leadership, motivation and performance at the Private Hospital.

The population used in this research were all nurses at the Private Hospital, namely 58 nurses. The sampling technique in this research uses a total sampling technique.

The research instrument used for data collection in this research uses a questionnaire. A validity and reliability test of the questionnaire was conducted on 6 respondents in Private Hospital to find out whether the respondent could understand each question material well.

Data analysis used in this research is a multiple linear regression analysis. Before testing the hypothesis, classical assumptions are tested.

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

#### Characteristics of Respondents Research

Forty-six people from this respondent is female, equivalent to 79.3% of the total number of respondents. While the remaining 12 people (20.7%) were male. The dominance of nurses in Private Hospital has a work period of 1-2 years, namely 32 nurses (55.1%), 19 nurses (32.8%) having a service life of > 2 years and the rest 7 nurses (12.1%) has a work period of <1 year. The largest number of respondents with an educational background graduated from D3, amounting to 47 people

equivalent to 81%, while respondents who had completed education at D4 and S1 levels respectively amounted to 6 and 5 people are equivalent to 10.4% and 8.6% of respondents.

#### 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 1. 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 2. 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 3. 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

Table 4. Linear Regression Analysis Results.

Variable	Coefficient	t-test	Sig.	Conclusion
Leadership (X1)	0,259	2,768	0,008	Significant
Motivation (X2)	0,504	6,336	0,000	Significant
Constant = 8,258				
Adjusted R <sup>2</sup> = 0,472				
F value = 26,515				
Sig. = 0,000				

Source: Primary data processed, 2018

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

Based on table 4, these results indicate that there is an influence of leadership with nurse performance. The results of research conducted by Trihastuti showed that leadership had an influence on the performance of nurses at X Hospital in Surabaya. The right leadership is applied by the leader influencing the good performance of nurses. Quality leaders are needed to improve human (Trihastuti 2016).

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 workplace (Rust and Johan 2010).

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 skills (Sobaryaman 2015).

Based on table 4, 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-actualization (Al-Hawary and Banat 2017) .

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 less (Zuhriana 2012).

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 nurses (Makta 2013).

Based on table 4, 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 processes. 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 working (Sipatu 2013).

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 Garut (Sobaryaman 2015).

## 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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