

Analysis of Leadership Style, Motivation, and Work Discipline on the Performance of Employees of RSU PKU Muhammadiyah Mojoagung Jombang Jombang East Java

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Abstract. This study aims to examine the influence of leadership style, motivation, and work discipline on employee performance at RSU PKU Muhammadiyah Mojoagung. Employing a quantitative approach and multiple linear regression analysis, the study involved the entire population of non-medical staff, totaling 49 individuals, as the research sample. The findings indicate that, partially, leadership style does not have a positive and significant effect on employee performance, with a significance value of $0.276 > 0.05$. Similarly, motivation does not show a positive and significant effect on employee performance, with a significance value of $0.180 > 0.05$. In contrast, work discipline is proven to have a significant effect, with a significance value of $0.000 < 0.05$. However, simultaneously, the three variables collectively contribute significantly to employee performance, with a coefficient of determination of 84.7%. These findings underscore the importance of enhancing discipline as a key factor in managing the performance of non-medical staff within the hospital setting. Management should place greater emphasis on fostering a culture of discipline as a sustainable strategy for improving employee performance.

Keywords: Leadership Style, Motivation, Work Dicipline, Employee Performance

1 INTRODUCTION

Hospitals are health service institutions that provide inpatient, outpatient, and emergency services in accordance with the Law of the Republic of Indonesia Number 44 of 2009. One of the hospitals that plays a role in public health services is PKU Muhammadiyah Mojoagung Hospital, which is located in Jombang Regency, East Java. This hospital was established in 1988 as a medical center and was inaugurated as a hospital on September 24, 2018, so it is relatively new with a seven-year age. PKU Muhammadiyah Mojoagung Hospital has 172 employees, consisting of 123 medical employees and 49 non-medical employees, which is the focus of this research. Human resources have a strategic role in the success of the organization, because they are the planners, implementers, and controllers of hospital activities. One of the important aspects of HR management is employee performance, which is influenced by leadership style, motivation, and work discipline factors.

The results of the pre-survey showed that there were various problems in the work environment, such as the lack of leadership roles, low work discipline, late completion of tasks, and less effective communication between leaders and subordinates. In addition, there are patient complaints and limited facilities that have an impact on employee morale. This condition correlates with a decrease in employee performance appraisals from 2022 to 2024, where the number of employees with the predicate of "less" increased.

Table 1.

Table 1. Employee Performance Assessment



Based on interviews with SDI & General sections, performance appraisals in hospitals include aspects of morality, honesty, work achievement, responsibility, obedience, cooperation, creativity, and leadership. These findings are in line with research and show that leadership style, motivation, and work discipline have a significant effect on the performance of hospital employees. Romance (2017) Fahmi, I (2022)

With this background, the researcher is interested in conducting a research entitled: "Analysis of Leadership Style, Motivation, and Work Discipline on the Performance of Employees of RSU PKU Muhammadiyah Mojoagung Jombang".

2 LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Employee Performance

Mathis & Jackson (2013) Developing this theory by focusing on the extent to which individuals successfully complete the tasks for which they are responsible, including the dimensions of quality, quantity, and timeliness. This theory views performance as the result of the contribution of a group of individuals in an

organization, which is influenced by ability, level of effort, organizational support, and the compatibility between work and individual characteristics. In addition, this theory also emphasizes the influence of internal and external factors, such as leadership style, motivation, and work discipline, which directly or indirectly impact employee behavior and work achievement. This theoretical model has several indicators to determine a person's level of performance, including:

1. Kuantitas (*Quantity of Output*)
2. Quality of *Output*
3. *Timeliness of Output*
4. Kehadiran (*Attendance*)
5. *Responsibility and Cooperativeness*

2.2 Leadership Style

George Terry (2010) Develop this theory that emphasizes that a leader's success lies in his ability to influence others, not just give orders. In organizations, leadership style plays an important role in improving employee enthusiasm, motivation, discipline, and performance. The essence of leadership lies in some of the abilities of a leader in:2.3

1. Influence subordinate behavior
2. Motivate
3. Directing Actions
4. Building cooperation

2.3 Motivation

McClelland (1961) states that a person's work motivation is influenced by three dominant types of needs, referred to as the Three Needs Theory:

1. Need *for Achievement*
2. Need *for Power*
3. Need *of Affiliation*

2.4 Work Discipline

According to , discipline is the result of training or experience that shapes the mental and moral character of an individual. In an organization, discipline is reflected in employees' conscious obedience to rules because of responsibility and work ethics, not coercion. James Dreever (2000)

1. Obedience to the rules
2. Timeliness
3. Responsibility

2.5 Analysis Model

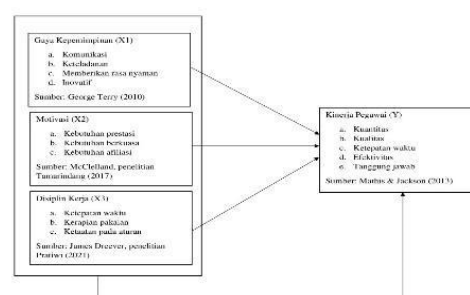


Figure 1. Architecture of a Typical Wireless Sensor Node
Source : Researcher

H1 : It is suspected that the leadership style has a positive and significant effect on the performance of the employees of RSU PKU Muhammadiyah Mojoagung. H2: It is suspected that motivation has a positive and significant effect on the performance of employees of RSU PKU Muhammadiyah Mojoagung. H3 : It is suspected that work discipline has a positive and significant effect on the performance of employees of RSU PKU Muhammadiyah Mojoagung. H4 : It is suspected that leadership style, motivation, and work discipline simultaneously affect the performance of employees of RSU PKU Muhammadiyah Mojoagung.

3 RESEARCH METHODS

This study uses a quantitative approach, which allows researchers to obtain data objectively and measurably, as well as test hypotheses that have been formulated without manipulating or intervening on the research subject. According to , the quantitative approach is an objective research method, including the process of collecting and analyzing data in the form of numbers, and involves statistical testing. The results of this approach are presented in the form of numerical data Fatihudin (2020).

4. RESULTS AND DISCUSSION

4.1 Results

4.1.1 Respondent Answer Description

- Leadership Style

Table 2. Description of Leadership Style Variables

Statement	STS		TS		S		SS		Total		Mean
	F	%	F	%	F	%	F	%	F	%	
X1.1	-	-	-	-	36	73.5	13	26.5	49	100.0	3.27
X1.2	-	-	1	2.0	37	75.5	11	22.4	49	100.0	3.20
X1.3	-	-	3	6.1	33	67.3	13	26.5	49	100.0	3.20
X1.4	-	-	-	-	36	73.5	13	26.5	49	100.0	3.27
X1.5	-	-	2	4.1	35	71.4	12	24.5	49	100.0	3.20
X1.6	-	-	15	30.6	22	44.9	12	24.5	49	100.0	2.94
X1.7	-	-	19	38.8	22	44.9	8	16.3	49	100.0	2.78
X1.8	-	-	1	2.0	38	77.6	10	20.4	49	100.0	3.18

Source: SPSS 26 output (researcher)

- Motivation

Table 3. Description of Motivation Variables

Statement	STS		TS		S		SS		Total		Mean
	F	%	F	%	F	%	F	%	F	%	
X2.1	1	2.0	11	22.4	29	59.2	8	16.3	49	100.0	2.90
X2.2	-	-	5	10.2	30	61.2	14	28.6	49	100.0	3.18
X2.3	1	2.0	11	22.4	31	63.3	6	12.2	49	100.0	2.86
X2.4	-	-	4	8.2	38	77.6	7	14.3	49	100.0	3.06
X2.5	-	-	4	8.2	38	77.6	7	14.3	49	100.0	3.06
X2.6	-	-	-	-	37	75.5	12	24.5	49	100.0	3.24

Source: SPSS 26 output (researcher)

c. Work Discipline

Table 4. Description of Work Discipline Variables

Statement	STS		TS		S		SS		Total		Mean
	F	%	F	%	F	%	F	%	F	%	
X3.1	1	2.0	9	18.4	33	67.3	6	12.2	49	100.0	2.90
X3.2	-	-	5	10.2	34	69.4	10	20.4	49	100.0	3.10
X3.3	-	-	-	-	38	77.6	11	22.4	49	100.0	3.22
X3.4	-	-	1	2.0	37	75.5	11	22.4	49	100.0	3.20
X3.5	-	-	-	-	39	79.6	10	20.4	49	100.0	3.20
X3.6	-	-	-	-	37	75.5	12	24.5	49	100.0	3.24

Source: SPSS 26 output (researcher)

d. Employee Performance

Table 5. Description of Employee Performance Variables

Statement	STS		TS		S		SS		Total		Mean
	F	%	F	%	F	%	F	%	F	%	
Y1	-	-	1	2.0	36	73.5	12	24.5	49	100.0	3.22
Y2	-	-	9	18.4	31	63.3	9	18.4	49	100.0	3.00
Y3	-	-	-	-	39	79.6	10	20.4	49	100.0	3.20
Y4	-	-	11	22.4	30	61.2	8	16.3	49	100.0	2.94
Y5	-	-	6	12.2	35	71.4	8	16.3	49	100.0	3.04
Y6	-	-	6	12.2	37	75.5	6	12.2	49	100.0	3.00
Y7	-	-	1	2.0	38	77.6	10	20.4	49	100.0	3.18
Y8	1	2.0	4	8.2	40	81.6	4	8.2	49	100.0	2.96
Y9	-	-	1	2.0	39	79.6	9	18.4	49	100.0	3.16
Y10	-	-	-	-	38	77.6	11	22.4	49	100.0	3.22

Source: SPSS 26 output (researcher)

4.1.2 Test Research Instruments

Validity Test

Table 6. Leadership Style Variable Validity Test

Statement	r Count	r Table	Information
X1.1	0.781	0.281	Valid
X1.2	0.656	0.281	Valid
X1.3	0.741	0.281	Valid
X1.4	0,781	0.281	Valid
X1.5	0.737	0.281	Valid
X1.6	0.850	0.281	Valid
X1.7	0.821	0.281	Valid
X1.8	0.749	0.281	Valid

Source: SPSS 26 output (researcher)

Based on the validity test table of the leadership style variable above, it shows that all items in the questionnaire have a calculated r value of 0.656 to 0.850 which is greater than the r value of the table 0.281 and is declared valid.

Table 7. Motivational Variable Validity Test

Statement	r Count	r Table	Information
X2.1	0.714	0.281	Valid
X2.2	0.838	0.281	Valid
X2.3	0.687	0.281	Valid
X2.4	0.771	0.281	Valid
X2.5	0.825	0.281	Valid
X2.6	0.593	0.281	Valid

Source: SPSS 26 output (researcher)

Based on the motivation variable validity test table above, it shows that all items in the questionnaire have a calculated r value of 0.593 to 0.838 which is greater than the r value of the table 0.281 and is declared valid.

Table 8. Test the validity of work discipline variables

Statement	r Count	r Table	Information
X3.1	0.628	0.281	Valid
X3.2	0.781	0.281	Valid
X3.3	0.834	0.281	Valid
X3.4	0.769	0.281	Valid

X3.5	0.860	0.281	Valid
X3.6	0.790	0.281	Valid

Source: SPSS 26 output (researcher)

Based on the validity test table of the work discipline variables above, it shows that all items in the questionnaire have a calculated r value of 0.628 to 0.860 which is greater than the r value of the table 0.281 and is declared valid.

Table 9. Test the validity of employee performance variables

Statement	r Count	r Table	Information
Y.1	0.805	0.281	Valid
Y.2	0.874	0.281	Valid
Y.3	0.788	0.281	Valid
Y.4	0.844	0.281	Valid
Y.5	0.871	0.281	Valid
Y.6	0.825	0.281	Valid
Y.7	0.689	0.281	Valid
Y.8	0.401	0.281	Valid
Y.9	0.727	0.281	Valid
Y.10	0.670	0.281	Valid

Source: SPSS 26 output (researcher)

Based on the validity test of the employee performance variables above, it shows that all items in the questionnaire have a calculated r value of 0.401 to 0.874 which is greater than the r value of the table 0.281 and is declared valid.

b. Reliability Test

Table 10. Variable Reliability Test

Variabel	Cronbach's Alpha	Minimal Cronbach's Alpha	Information
X1	0.892	0.70	Reliabel
X2	0.823	0.70	Reliabel
X3	0.851	0.70	Reliabel
And	0.913	0.70	Reliabel

Source: SPSS 26 output (researcher)

4.1.3 Classic Assumption Test

Normality Test

Table 11. Variable Normality Test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
			49
Normal Parametersa,b	Mean		.0000000
	Hours of deviation		1.46067162
Most Extreme Differences	Absolute		.172
	Positive		.131
	Negative		-.172
Test Statistic			.172
Asymp. Sig. (2-tailed)			.001c
Monte Carlo Sig. (2-tailed)			.106d
	99% Confidence Interval	Lower Bound	.098
		Upper Bound	.114
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			

Source: SPSS 26 output (researcher)

Based on the results of the test above, using the *Kolmogorov-Smirnov* with the *Monte Carlo Sig* approach of 0.106 or significance value ($0.106 > 0.05$).

b. Multicollinearity Test

Table 12. Variable Multicollinearity Test

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients	t	Itself.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	BRIGHT
1	(Constant)	1.269	1.891		0.671	0.506		
	Leadership Style (X1)	0.136	0.123	0.121	1.102	0.276	0.283	3.537
	Motivation (X2)	0.368	0.150	0.241	2.452	0.18	0.351	2.852
	Work Discipline (X3)	1.034	0.197	0.613	5.240	0.000	0.248	4.029

Source: SPSS 26 output (researcher)

Based on the multicollinearity test table, the independent variables (X1, X2, and X3) have a *Variance Inflation Factor* (VIF) value of 10 and a Tolerance value above 0.10.

c. Heteroscedasticity Test

Table 13. Variable Heteroscedasticity Test

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	T	Itself.
		B	Std. Error	Beta		
1	(Constant)	-.169	1.303		-.130	0.897
	Leadership Style (X1)	0.158	0.085	0.494	1.859	0.70
	Motivation (X2)	-.142	0.103	-.327	-1.372	0.177
	Work Discipline (X3)	-.011	0.136	-.022	-.079	0.938
a. Dependent Variable: RES2						

Source: SPSS 26 output (researcher)

Based on table 13 of the heteroscedasticity test (*Glejser*), all independent variables (X1, X2, and X3) had a significance level (Sig.) greater than 0.05 with a leadership style variable value of 0.70, motivation of 0.177, and work discipline of 0.938.

4.1.4 Uji Hypothesis

T Test

Table 14. T Test Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Itself.
		B	Std. Error	Beta		
1	(Constant)	1.269	1.891		.671	.506
	Leadership Style (X1)	.136	.123	.121	1.102	.276
	Motivation (X2)	.368	.150	.241	2.452	.18
	Work Discipline (X3)	1.034	.197	.613	5.240	.000
a. Dependent Variable: Employee Performance						

Source: SPSS 26 output (researcher)

Based on the results of the t-test, the leadership style variable has a significance value of 0.276 which is greater than 0.05, so it can be concluded that leadership style does not have a significant effect on employee performance (H1 is rejected). Likewise, the motivation variable showed a significance value of 0.18 (> 0.05), which means that there was no significant influence on employee performance (H2 was rejected). Meanwhile, the work discipline variable obtained a significance value of 0.000 (< 0.05), which indicates a very significant influence on employee performance (H3 accepted).

b. Test F

Table 15. F Test Analysis

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Itself
	Regression	568.405	3	189.468	83.254	.000b
	Residual	102.411	45	2.276		
	Total	670.816	48			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Discipline, Motivation, Leadership Style						

Source: SPSS 26 output (researcher)

Based on the F test table, a significance value (Sig.) of 0.000 (< 0.05) can be concluded that the variables of leadership style, motivation, and work discipline simultaneously (together) have a significant influence on employee performance.

c. Determinant Coefficient Test (R2)

Table 16. Variable Determinant Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921a	.847	.837	1.50858
tors: (Constant), Work Discipline, Motivation, Leadership Style				

Source: SPSS 26 output (researcher)

Based on the results of the determinant coefficient test, the R Square (R2) value of 0.847 means that 84.7% is from variations in employee performance which can be explained by independent variables, namely leadership style, motivation and work discipline together. The rest are variations in employee performance explained by several other factors outside of this regression model or variables that were not included in the study.

4.2 Discussion

4.2.1 The Influence of Leadership Style on Employee Performance

The results of the hypothesis test showed that the leadership style variable had a significance value of 0.276 which exceeded the significance limit of 0.05. This indicates that leadership style does not have a significant influence on employee performance. In other words, the improvement in leadership style at PKU Muhammadiyah Mojoagung Hospital does not directly impact changes in employee performance.

In its application, the leadership style applied at RSU PKU Muhammadiyah Mojoagung based on the available information tends to lead to transformational and situational leadership with an emphasis on Islamic values and professionalism. The leadership provides space for employees to contribute and participate in decision-making, encourage collaboration and cooperation to achieve better performance, create a conducive work environment, quality health services, and organizational sustainability based on Islamic values.

4.2.2 The effect of motivation on employee performance

The results of the hypothesis test showed a significance value of $0.180 > 0.05$, which means that motivation did not have a significant effect on employee performance. These findings show that the higher the employee's work motivation, the less it will affect performance.

This is in accordance with *the Three Needs Theory* which is put forward if a person has a desire to establish social relationships (affiliation needs), maintains harmony, and tends to avoid conflict to prioritize teamwork. In addition, he emphasized that work motivation can contribute to improving employee performance if done by creating a comfortable and calm work environment, the availability of adequate facilities, and appreciation for the performance that has been done. McClelland (1961) Judith (2020)

4.2.3 The effect of work discipline on employee performance

Based on the results of the hypothesis test, work discipline has a positive and significant influence on employee performance with a significance value of $0.000 < 0.05$ and the highest regression coefficient of 1.034.

This is in accordance with *the Work Discipline Theory* which states that punctuality is the main indicator of discipline, and continuous absence or delay is a form of disciplinary violation that can have an impact on the disruption of productivity and stability of work operations. Therefore, in overcoming this, it is necessary to implement a discipline-based reward system for employees. James Dreever (2000)

4.3.4 The influence of leadership style, motivation, and work discipline on employee performance

Based on the F test, it is known that the value of Sig. $0.000 < 0.05$ or the value (f-count $83.254 > 3.195$ f-table). This means that there is a simultaneous positive and significant effect between leadership style, motivation and work discipline on employee performance. In addition, the result of the statistical value of the determination coefficient (R^2) was 84.7% which showed that most of the variation in employee performance was explained by these three variables.

5 CONCLUSION

5.1 Conclusion

Based on the results and discussion of the analysis of the influence of leadership style, motivation and work discipline on the performance of employees of RSU PKU Muhammadiyah Mojoagung are as follows:

- a. Partially, the leadership style does not have a positive and significant effect on the performance of employees of RSU PKU Muhammadiyah Mojoagung, which is evidenced by the results of the t-test (partial) having a significance value of $0.276 > 0.05$.
- b. Partially, motivation does not have a positive and significant effect on the performance of employees of RSU PKU Muhammadiyah Mojoagung, which is evidenced by the results of the t-test (partial) having a significance value of $0.180 > 0.05$
- c. Partially, work discipline has a positive and significant effect on the performance of employees of RSU PKU Muhammadiyah Mojoagung, which is evidenced by the results of the t-test (partial) having a significance value of $0.000 < 0.05$ and the highest regression coefficient of 1,034.
- d. Simultaneously, leadership style, motivation, and work discipline have a positive and significant effect on the performance of employees of RSU PKU Muhammadiyah Mojoagung, which is evidenced by the results of the F test having a Sig. value of $0.000 < 0.05$ or a value (f-count $83,254 > 3,195$ f-table). All of them, the factors of leadership style, motivation and work discipline determine positively and significantly in the achievement of good performance at PKU Muhammadiyah Mojoagung Hospital.

5.2 Suggestion

- a. For the Development of Knowledge
This research is expected to contribute to the development of science, especially in the field of human resource management in the non-medical health service sector. In addition, this research also serves as an effort to verify the compatibility between previously developed theories and factual conditions that occur in the field.
- b. For Related Agencies
Based on the results of this study, the researcher suggested that the management of RSU PKU Muhammadiyah Mojoagung is expected to maintain certain policies or ideas and practices in terms of leadership style, motivation and work discipline that have been proven to support the improvement of employee performance based on research data.
- c. For further research
The research discussed is still limited to non-medical employees, so it does not cover all elements of human resources at PKU Muhammadiyah Mojoagung Hospital. In the next study, it is expected to include medical employees, both nurses and doctors at PKU Muhammadiyah Mojoagung Hospital.

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