



LEADERSHIP ROLE AND MOTIVATION TOWARDS THE PERFORMANCE OF EMPLOYEES OF THE NUTRITION INSTALLATION OF FATMAWATI CENTRAL GENERAL HOSPITAL WITH WORK ENVIRONMENT AS INTERVENING VARIABLE

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Abstract: Nowadays, for an organization or company at this time, it can be said that human resources have an important role or function. Fatmawati Central General Hospital (RSUP) is a government-owned hospital located in South Jakarta. The purpose of this study was to analyze the effect of leadership and motivation on employee performance at the Nutrition Installation of RSUP Fatmawati with the work environment as an intervening variable. This research is quantitative. The population in this study were employees of the Nutrition Installation of RSUP Fatmawati. The number of respondents in this take a look at amounted to seventy-seven respondents. In this study, the method for analyzing data was using the Structural Equation Model-SEM with SmartPLS-Partial Least Square. In this research, the method for analyzing data uses Structural Equation Model-SEM with SmartPLS-Partial Least Square. Based on the research test, it shows that there is a positive and significant influence on each hypothesis, namely leadership on the work environment, motivation on the work environment, leadership on performance, motivation on performance. The workplace is able to mediate the influence of leadership and motivation on employee performance at the Nutrition Installation of RSUP Fatmawati.

Keywords: Leadership, Work Environment, Work Motivation and Performance.

INTRODUCTION

For an organization or company at this time, human resources have an important role or function. Located in the South Jakarta area, Fatmawati Central General Hospital (RSUP) is a hospital under the Indonesian Ministry of Health. Fatmawati Hospital is a hospital with categories of care, education and research functions. Fatmawati Hospital consists of medical and nursing personnel capable of providing broad specialist and subspecialist medical services.

Public service is an important goal for its existence by providing the best service for

the community. Superior performance needs to be improved every time for the quality of hospital services that can increase community satisfaction, through a superior workforce it can be ensured that the need for good medical services will also be met.

Table 1. Human Resources Achievement Percentage

Indicator Name	Year 2020			Year 2021			Target 2022
	Target	Realization	Achievement	Target	Realization	Achievement	
Percentage of human resources that are improved in competence	92%	82,50%	89,67%	94%	79,32%	84,89%	96%
Percentage of human resources as needed	88%	92,25%	104,83%	90%	85,19%	94,66%	92%

Data source: HR, 2022

From the table above, it can be seen that the HR problem at Fatmawati Hospital was related to not achieving the target and even experiencing a decrease in increasing HR competence in 2020, the percentage of HR whose competence was improved was only 82.50% of the target of 92 %, which means the achievement is only 89.67%, while in 2021 when the target increases from 92% to 94%, the realization actually decreases to 79.32% with an achievement rate of 84.89%. From table 1.1 it can also be seen that the percentage of HR as needed has decreased from 2020 to 2021 with a target of 90% realization of the percentage of HR as needed only 85.19%.

Big profits and rewards received is a sign of success for a manager. Evaluating an organization is not only by looking at the results of good financial performance over a certain period of time, this will have an impact on the company's long-term goals. On the other hand, poor financial performance can have short-term consequences, as organizations invest for long-term gains.

Figure.1 Performance Measurement of Employees



Source: Head of HR Division of Fatmawati Central General Hospital

Fatmawatibut tends to decrease. According to the head of the HR division of the Fatmawati Central General Hospital, the standard category for employee performance appraisal per year is less (60-69.99), sufficient (70-79.99), good (80-89.99), very good (90). In 2020, the results of employee performance measurement of 80.87% are in the good category, in the following year 2021 it will increase to 81.31% and in the good category.

This research will discuss about leadership, work motivation and work environment and their relationship with employee performance. Leadership is the skill of a person (i.e. a leader or leader) to influence others to act in a way that a leader wants.

Research conducted by Supartini (2017) explains the same thing, namely that there is a

positive effect of work motivation on employee performance. In contrast to the research conducted by Veronika Agustini and Harry Murti (2013) in their journal states that motivation has no significant effect on employee performance at PDAM Madiun City. In addition, the research conducted by Achmad Hasan Hafidzi, Risky Nur Adha and Nurul Qomariah (2019) also stated that motivation had no effect on the performance of the Jember Regency Social Service Employees. on employee performance

With the existence of theories and phenomena as well as research gaps (inconsistencies) and contradictions from the results of the previous studies described above, it encourages the author to be able to know and re-examine the "Role of Leadership and Motivation on Employee Performance With Work Environment as Intervening Variables".

THEORETICAL FOUNDATIONS

Performance

Performance is the overall result or level of achievement of a person during a certain time doing different jobs with different possible outcomes, such as side effects of work principles, implementation targets that have not been previously set and have been generally completed (Rivai and Basri, 2015).

Working environment

The work environment is a very important social environment. There everyone can experience being accepted or rejected by others. Being accepted by the environment largely determines a person's psychological well-being, for which management is needed (Dra. M.M Nilam 2009).

Leadership

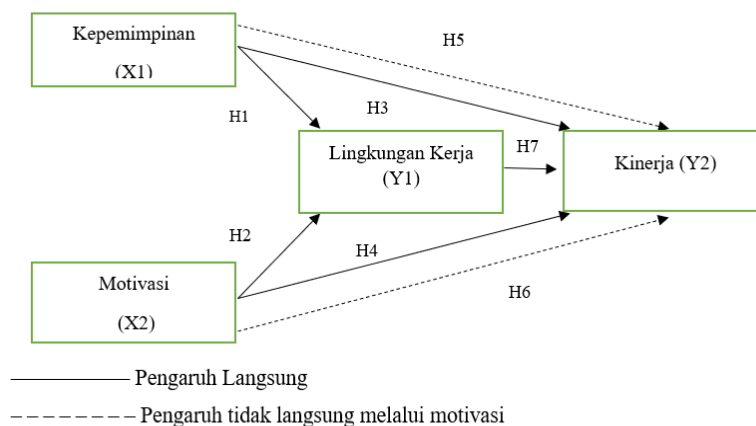
Leadership is a skill for individuals to motivate, influence and foster others who are able to give their participation for the effectiveness and success of the company (Sagala 2018:55).

Motivation

Motivation is a simple understanding that is assessed as a strong will from one's self (driving force) which causes people to do something to achieve the target. Motivation in this case refers to symptoms that involve encouraging behavior to push towards a certain target. (Saluy AB et al. 2018:56).

Thinking Framework

Figure 2. Thinking Framework



Hypothesis

There are 7 (seven) hypotheses, namely:

H1: There is a positive influence of leadership on the work environment of employees the Nutrition Installation RSUP Fatmawati

H2: There is a positive influence of the motivation on the work environment of employees of the Nutrition Installation of RSUP Fatmawati

H3: There is a positive influence of leadership on the performance of the Nutritional Installation employees of RSUP Fatmawati

H4: There is a positive influence of the motivation on the performance of the Nutrition Installation employees of RSUP Fatmawati Hospital

H5: There is a positive influence of leadership on the performance of the Nutrition Center employees of RSUP Fatmawati mediated by work environment

H6: There is a positive influence of the motivation on the performance of the Nutrition Center employees of RSUP Fatmawati mediated by work environment

H7: There is a positive influence of the work environment on employee performance at the Nutrition Installation of RSUP Fatmawati.

RESEARCH METHODS

The quantitative research method used in this study is based on the philosophy of positivism by evaluating the sample and population. with the aim of testing the hypotheses made previously from the data that has been collected and then translated into the form of quantitative or statistical data analysis.

Research Variables

1. Leadership Variables (X1)

Leadership is a skill to influence certain groups to be moved towards the same goal. A Manager must meet the criteria of a good leader. (Langton, N. 2016:420). Just because a company conveys rights to managers is not a guarantee that they can properly direct their subordinates. Leaders can come from within a group also through official elections.

2. Work Environment Variables (X2)

According to Robbins (2010) the work environment is an institution that can trigger the performance of a company, the general environment and the special environment are part of the environment. Things outside the organization that have the potential to influence the organization are the general environment (social conditions and the role of technology). The environment that is interconnected with the goals of an organization is a special environment (in Saluy and Sulistyawati 2018:33).

3. Variabel Work Motivation (Y1)

According to Mangkunegara (2016:61) motivation is the process of achieving organizational goals caused by self-effort due to certain conditions or energy. behavior (attitude) employees face the conditions in the organization (situation) that creates a motivation.

4. Employee Performance Variables (Y2)

According to Mangkunegara (2015: 67) the term implementation of the meaning of the word Actual Performance/Job Performance (achievement of work achievement achieved by individuals).

Population And Samples

A group/collection of individuals or research objects that have certain characteristics, for example a certain size, or have certain characteristics are referred to as a population. Ghozali (2014) explains that PLS is an analytical method that is not based on the assumption

that data must be measured on a certain scale, data distribution and number of samples. This means that the number of samples can be small (under 100). Research with the population used are all employees of the Nutrition Installation of Fatmawati Hospital, amounting to 77 people.

Data Collection Methods

The collection of data carried out in the study used library research and field research which included observations, interviews and questionnaires or questionnaires. The following is a complete explanation. Collecting data about research, looking for previous research, supporting theories and other supporting data such as problems, literature, books, and journals is the process of Research Library-Library Research. Field Research-Field Research collects field data to study this topic in the following ways:

1. Observation, which is an important part in the research phase, needs to be ensured to get the right information in conducting observations and collecting data.
2. Interview is a method of collecting data which is done by talking to people who know about the object under study. The purpose of the interview is to obtain information that will help the person become a better candidate for it.
3. Questionnaires can be used for research by collecting data and preparing a set of questions to be presented to respondents from a sample or population. In the list of questions provided, the respondent can determine the selected answer.

Data Analysis Methods

Partial Least Square (PLS) and Structural Equation Modeling (SEM) are approaches based on variance or component based structural equation modeling, which are data analysis methods used in this study.

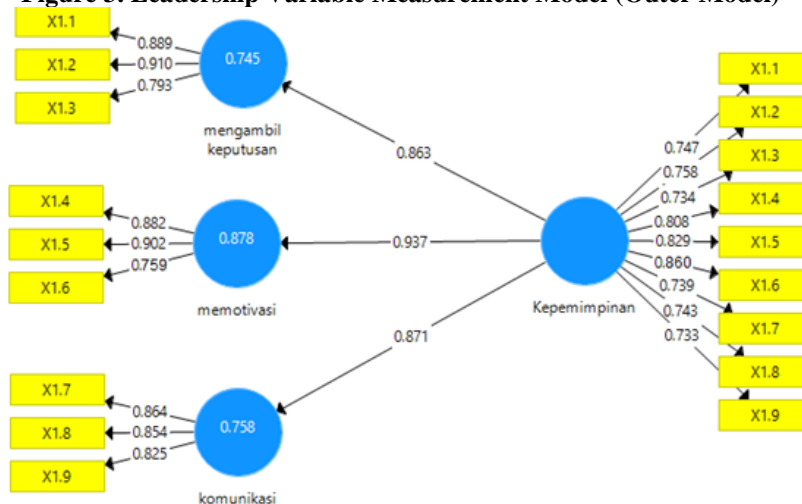
RESULTS AND DISCUSSION

Measurement Model Test Results (Outer Model)

Validity requirements and reliability requirements by looking at the loading factor value is a PLS analysis of the measurement model test (outer model). Validity criteria by measuring t-validity and discriminant validity. The value of the loading factor must exceed the value of 0.7 to be said to be valid.

Validity Test Leadership

Figure 3. Leadership Variable Measurement Model (Outer Model)



Source: Analysis results using SmartPLS

Seen from the picture that the overall loading factor of each indicator on the variables and dimensions is above 0.7. It is evident from the research conducted that each indicator of the Leadership Role variable (X1) used in this study meets the requirements of convergent validity or reliable.

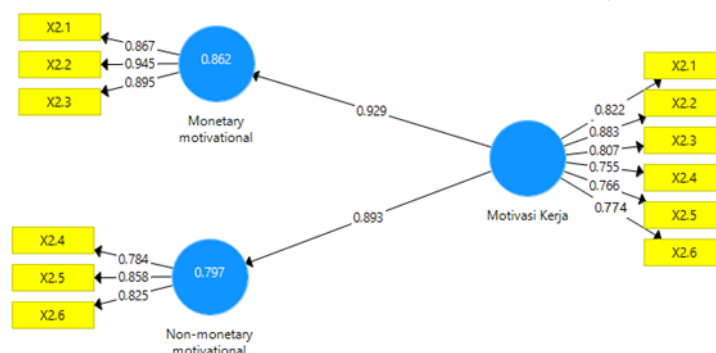
Table 2. Loading Factor of Leadership Variables (X1)

Variable	Indicator	Outer Loadings	Condition	Status
Leadership	X1.1	0,889	>0.7	Valid
	X1.2	0,910	>0.7	Valid
	X1.3	0,793	>0.7	Valid
	X1.4	0,882	>0.7	Valid
	X1.5	0,902	>0.7	Valid
	X1.6	0,759	>0.7	Valid
	X1.7	0,864	>0.7	Valid
	X1.8	0,854	>0.7	Valid
	X1.9	0,825	>0.7	Valid

The results of data analysis carried out using smartPLS resulted in outer loading values for each leadership variable indicator. The indicators of the Leadership variable each have a loading factor value above 0.7. With this, the leadership variables for all indicators used are not eliminated from the model or are still used in the model.

Work Motivation

Figure 4. Work Motivation Variable Measurement Model (Outer Model)



Source: Analysis results using SmartPLS

Seen from the picture that the overall loading factor of each indicator on the variables and dimensions is above 0.7. It is evident from the research conducted that each indicator of the motivation variable (X2) used in this study meets the convergent validity or reliable requirements.

Table 3. Loading Factor of Work Motivation Variables (X2)

Variable	Indicator	Outer Loadings	Condition	Status
Motivation	X2.1	0,867	>0.7	Valid
	X2.2	0,945	>0.7	Valid
	X2.3	0,895	>0.7	Valid
	X2.4	0,784	>0.7	Valid
	X2.5	0,858	>0.7	Valid
	X2.6	0,825	>0.7	Valid

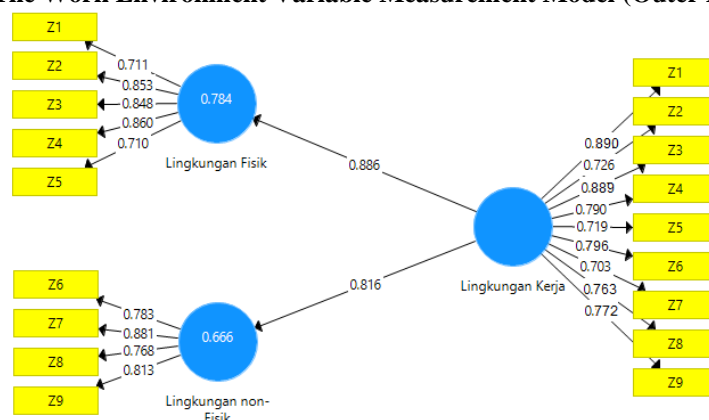
Source: Analysis results using SmartPLS

The results of data analysis carried out using smartPLS resulted in outer loading values for each indicator of motivational variables. The motivation variable has an indicator whose

loading factor value exceeds the requirement of 0.7. With this the motivational variables for all indicators used are not eliminated from the model or are still used in the model.

Work Environment

Figure 5. The Work Environment Variable Measurement Model (Outer Model)



Source: Analysis results using SmartPLS

Seen from the picture that the overall loading factor of each indicator on the variables and dimensions is above 0.7. It is evident from the research conducted that each indicator of the work environment variable (Z) used in this study meets the convergent validity or reliable requirements.

Table 4. Loading Factor of Work Environment Variables (Z)

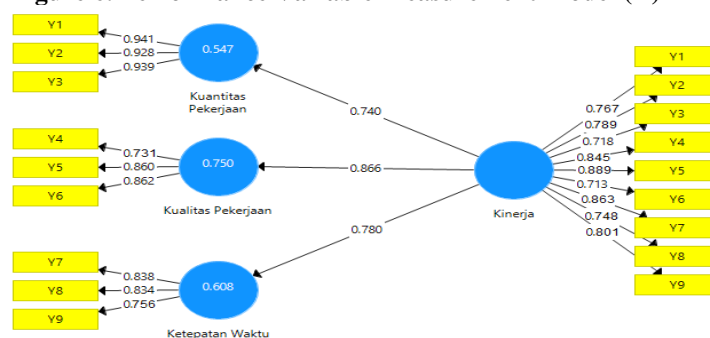
Variabel	Indikator	Outer Loadings	Condition	Status
Lingkungan Kerja	Z1	0,711	>0.7	Valid
	Z2	0,853	>0.7	Valid
	Z3	0,848	>0.7	Valid
	Z4	0,860	>0.7	Valid
	Z5	0,710	>0.7	Valid
	Z6	0,783	>0.7	Valid
	Z7	0,881	>0.7	Valid
	Z8	0,768	>0.7	Valid
	Z9	0,813	>0.7	Valid

Source: Analysis results using SmartPLS

The table shows the results of implementing outer loading for each indicator for data processing using smartPLS. Each indicator of the Work Environment variable has a loading factor value of > 0.7. This study shows that the nine indicators of the Work Environment variable are still valid and are still used in the model.

Performance

Figure 6. Performance Variable Measurement Model (Y)



Source: Analysis results using SmartPLS

Seen from the picture that the overall loading factor of each indicator on the variables and dimensions is above 0.7. It is evident from the research conducted that each indicator of the performance variable (Y) used in this study meets the convergent validity or reliable requirements.

Table 5. Loading Factor of Performance Variabel (Y)

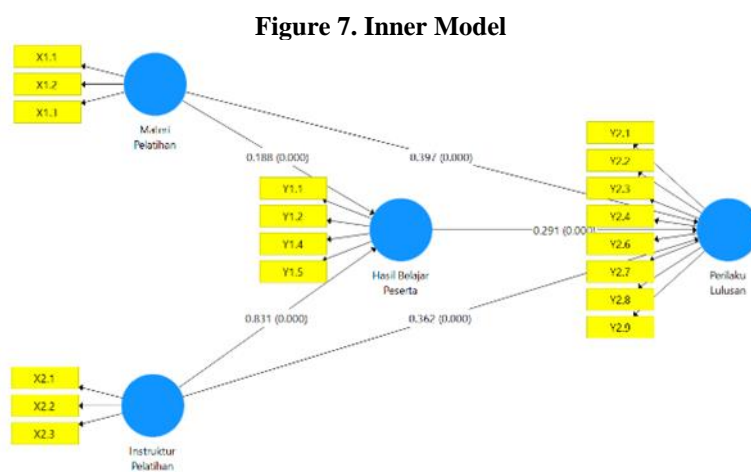
Variable	Indicator	Outer Loadings	Condition	Status
Performance	Y1	0,941	>0.7	Valid
	Y2	0,928	>0.7	Valid
	Y3	0,939	>0.7	Valid
	Y4	0,731	>0.7	Valid
	Y5	0,861	>0.7	Valid
	Y6	0,862	>0.7	Valid
	Y7	0,838	>0.7	Valid
	Y8	0,834	>0.7	Valid
	Y9	0,756	>0.7	Valid

Source: Analysis results using SmartPLS

The results of data analysis carried out using smartPLS produce outer loading values for each performance variable indicator. The performance variable has an indicator whose loading factor value exceeds the requirement of 0.7. With this the performance variables for all indicators used are not eliminated from the model or are still used in the model.

Evaluation of the Inner Model Tested

The following are the results of the depiction of the bootstrapping model in this study:



Source: Analysis results using SmartPLS

The type and magnitude of the effect in this study to determine the value of the relationship between the independent latent variable and the dependent latent variable. The steps taken are to evaluate the value of R Square (R²).

Table 6. Value of R-Square

Construct	R square	R Square Adjusted
Performance	0,684	0,671
Work environment	0,559	0,547

Hypothesis Testing

With the bootstrapping, construct testing was carried out to determine the results of the hypothesis test. By evaluating the value of the path coefficient. By looking at the significance value between constructs, t-statistics and p-values. Through the smartPLS application, the results of hypothesis testing can be known.

Table 7. Direct Effect & Indirect Effect

Relationship Between Constructs	Original Sample (O)	T Statistics (O/STDEV)	P Values	Description
Direct Effect				
The Role of Leadership on Performance	0.263	2.851	0.003	Positive and Significant
The role of leadership in the work environment	0.557	6.829	0.000	Positive and Significant Influence
Work environment on performance	0.368	3,737	0,000	Positive and Significant Influence
Work motivation on performance	0,319	2,969	0,004	Positive and Significant
Work motivation on the work environment	0,268	2,797	0,005	Positive and Significant
Indirect Effect				
Leadership on work environment mediated performance	0,205	3,234	0,001	Positive and Significant
Motivation towards performance mediated by the work environment	0.099	1.995	0.047	Positive and Significant

Based on the results of the smartPLS analysis, it can be seen that the path coefficient, t-statistics and p-values have met the requirements. Of the seven existing hypotheses, 5 hypotheses of direct influence have a positive and significant effect and 2 indirect hypotheses also have a positive and significant effect.

There is an Influence of Leadership on the Work Environment

Based on the results of the study it was found that leadership had a positive and significant effect on the work environment of the Nutrition Installation staff of Fatmawati General Hospital. With leadership that is in accordance with the situation and conditions and the better the leadership role in a company will certainly make the work environment comfortable. The relationship between leadership and the work environment was put forward by Danti Ni Made Ari (2017). Where the results of his research leadership have a positive and significant impact on the work environment.

There is an Influence of Motivation on the Work Environment

Based on research which concludes that work motivation has a positive and significant effect on the work environment of the Nutrition Installation staff of Fatmawati Hospital. A comfortable work environment can help increase work motivation. Work motivation can be influenced by the work environment. Research results can help motivate people and create a supportive work environment. The relationship between work motivation and work environment was stated by Heny Sidanti (2015). Where the results of the research work motivation and work environment together and simultaneously have a positive and significant

influence.

There is an Influence of Leadership on Performance

Based on research that concludes that leadership has a positive and significant effect on the performance variable of the Nutrition Installation Officer at Fatmawati Hospital. According to Nasharuddin (2014), leadership must have good communication delivery so that it can be well received by subordinates, and leaders should not allow questions from subordinates to arise because of the lack of clarity about what is being communicated. Leaders must also be able to communicate effectively with their subordinates, so they are able to understand and be able to obey orders. Employees can help the company achieve its goals optimally.

There is an Effect of Motivation on Performance

Based on research which concludes that motivation has a positive and significant effect on employee performance variables at the Nutrition Installation of Fatmawati Hospital. Agree with the research that has been carried out by (Larasati and Gilang, 2014), (Wijaya and Andreani, 2015) which shows that motivation has a positive and significant effect on employee performance].

There is an Influence of Leadership on Employee Performance Mediated by the Work Environment

Based on the research, it was found that the impact on employee performance was mediated by the work environment of the Nutrition Installation staff of Fatmawati Hospital. Good leadership can help employees achieve and realize organizational success.

There is an Influence of Motivation on Employee Performance Mediated by the Work Environment

Based on the results of the study, it was found that the influence of motivation on employee performance was mediated by the work environment of the employees of Fatmawati Hospital. Internal strength can encourage employees to work effectively to achieve the target this is the influence of work motivation. When work motivation is high, employees are committed to their work and are not easily discouraged in the face of various problems. This makes the achievement of work targets and the creation of a good working situation. When the work climate is considered ideal, employees will continue to perform better.

There is an Influence of the Work Environment on Employee Performance.

Based on the research conducted, the work environment has a positive and significant effect on the performance variable of the Nutrition Installation Officer at Fatmawati Hospital. According to Terry (2006), the work environment can be classified as people, objects, or ideas that affect the performance of an organization or company. The work environment has a direct or indirect impact on the optimal performance of employees. In line with the research conducted by Ika Ruhana, Rayka Dantyo Prakoso, and Endang Siti Astuti (2014) concluded that the work environment has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of research and data analysis through proving the hypothesis of the problems discussed in this study, the following conclusions can be drawn.

1. Leadership has a positive and significant effect on the work environment for employees of the Nutrition Installation of Fatmawati Hospital.

2. Motivation has a positive and significant effect on the Work Environment of Nutrition Installation employees of Fatmawati Hospital
3. Leadership has a positive and significant effect on performance of Nutritional Installation employees of Fatmawati Hospital.
4. Motivation has a positive and significant effect on the performance of employees of the Nutrition Installation of Fatmawati General Hospital.
5. Leadership has a significant and positive effect on performance mediated by the work environment for employees of the Nutrition Installation at Fatmawati Hospital.
6. Motivation has a significant and positive effect on performance mediated by the work environment for employees of the Nutrition Installation at Fatmawati Hospital.
7. The work environment has a positive and significant effect on performance variables on employees of the Nutrition Installation of Fatmawati General Hospital.

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