

DOI: <https://doi.org/10.31933/dijms.v3i3.1131>

Received: 18 November 2021, Revised: 20 December 2021, Publish: 25 January 2022



THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE MEDIATED BY WORK MOTIVATION IN HOSPITALS. YPK MANDIRI

Yosua Aprian Pamungkas¹, M.Ali Iqbal², Ahmad Badawi Saluy³

¹Magister Manajemen, Universitas Mercu Buana, Indonesia, yosua.aprian88@gmail.com

²Magister Manajemen, Universitas Mercu Buana, Indonesia, ali.iqbal@mercubuana.ac.id

³Magister Manajemen, Universitas Mercu Buana, Indonesia, ahmad.badawi@mercubuana.ac.id

Corresponding Author: Yosua Aprian Pamungkas

Abstract: This study aims to discover and describe the impact of transformational leadership on the work environment on performance with work motivation. The number of respondents who participated was 100 people. All speakers are employees of YPK Mandiri Hospital. This research was conducted using tools in the form of questionnaires and quantitative methods. With the help of the SmartPLS program, the research data was analyzed using minor partial squared analysis technology. The results of the research analysis obtained data, namely: transformational leadership affects work motivation; the work environment affects work motivation; transformational leadership affects employee performance; the work environment does not affect employee performance; work motivation: Has an impact on employee performance; motivation can moderate the effect of the work environment on performance.

Keywords: Transformational Leadership, Work Environment, Work Motivation, Performance

INTRODUCTION

A significant achievement in every organization and within the organization with vision and mission, objectives exists in the group to achieve and hope to succeed through human resources. The role of human resources is determined by whether or not to accomplish the goal-setting (Sudarmanto, 2009:2). The excellent performance of a hospital is reflected in the improvement of the quality of hospital services. People who directly care for patients are support staff such as doctors, nurses, and midwives (Ministry of Health RI, 2002). Human resources are an essential element in hospital agencies. If the quality of human resources is low, it can be confident that the quality of processing and Hospital services will drop. Therefore, employees in the hospital are seen well so that the quality of processing and services will increase. Hospital is a form of capital-intensive and. Nurses are the first to be in direct contact with patients. Nurses have a role to play in successfully improving the quality of hospitals achieving their goals.

Y.P.K. Mandiri Hospital is the best hospital in Indonesia with excellent services for mothers and children, has several times participated in the accreditation program of the Ministry of Health by the Hospital Accreditation Commission (KARS), and graduated with PARIPURNA predicate. This success is inseparable from the role of all employees of Hospital Y.P.K. Mandiri. They continue to make changes, improve and improve the quality of human resources to compete in the present and future eras.

In the preliminary test conducted on 15 employees of YPK Mandiri Hospital, respondents were asked to answer questions related to transformational leadership variables, work environment motivation, and performance. Pre-survey data shows that the awarding of salaries and awards for the work that has been done occupies the highest position in the cause of employees to work. In addition, the role of leaders to inspire and provide new ideas to employees is still felt minor, and poor workplaces can decrease employee performance. It is seen that the completeness provided by the company made less in supporting the work so that it feels the work environment is still not optimal. These problems should get attention to find the best solution soon.

In terms of transformational leadership, pre-survey results showed that 68.69% of employees felt leaders who provide motivation and provide new ideas for employees to work better. 31.11% of employees who have not felt the role of this leader will cause distrust in employees, so that it becomes a problem in decreasing employee performance. In terms of work motivation, the pre-survey results showed that employee work motivation is still relatively low. Pre-survey results showed only 46.67% were satisfied with the awarding of salaries and awards for the work that has been carried out. 53.33% of employees felt unfulfilled in the awarding of salaries and awards of work.

In terms of work environment, 70% of respondents feel the strength of close relationships between employees and superiors. Excellent and supportive co-workers and equipment, cleanliness, and facilities provided by the company have made comfortable in work, and 30% feel the work environment is still not optimal this can affect employees. A comfortable workplace can experience improved employee efficiency. His workplace is bad will decrease the efficiency of employee work. In terms of performance, 35.55% or 5-6 employees showed that employees had not performed well. Lack of awarding/rewarding of the work that has been carried out. Lack of leadership roles, workplace, and work motivation so low work efficiency will undoubtedly impact the efficiency of hospital services work. As with previous studies, researchers are interested in studying the impact of transformation leadership and the work environment on work motivation and employee work efficiency.

LITERATUR REVIEW

Leaders who hold a role for the improvement of workers. Vadevelo et al. (2009) argue that effective leadership in communication has a significant impact on employee performance. Gary Yukuru (199) in Desianty (2005: 69): An effective leader who exercises more optimistic and transformative leadership, including influencing followers and building intimate relationships between superiors and subordinates. Followers are built on trust and commitment, and consensus. O'Leary's opinion (2000:21), transformational leadership is a style of lead by managers to grow and manage their teams unrelated to the quo's status and to

achieve its new group. According to Jung and Avolio (1999) of Sunarsih (2000:209), transformational leadership involves consensus and develops relationships of familiarity between superiors and subordinates. Sudjinawati (2008), transformational leadership is a way of leading by transferring information directly to employees to experience increased motivation of workers. Picollo and Colquitt (2006) of Chung Kaili and Chia-Hung Hung (2009:113) found that transformational leadership includes charisma, motivational stimulation (transmission motivation), inspiration), as well as intellectual stimulation (intellectual stimulus), and considerations (personal considerations).

According to Siagian (2014:56), the work environment is where employees work every day. In other respects, Budi W Soetjipto (2008:87), the work environment has a direct or no influence on a group or agency, with a positive or negative impact on work performance and employee satisfaction. The work environment is Duane P Schultz and Sydney E. measurement using the Schultz scale (2006). The indicators are physical and non-physical work environments.

Motivation. Lutans (2006), motivation is the process of becoming the first step when acting due to having experienced problems both physically and mentally. Motivation to increase efforts to achieve organizational goals comes from within people to perform certain activities to meet the needs that want to be reached. Robbins and Judge (2015) argue that motivation has two measurement indicators: motivation theory and hygiene factor.

Opinion Colkit et al. (2009) Performance is an assessment obtained based on employees' positive and negative attitudes. According to Gorda (2006), performance refers to its obligations and responsibilities to an organization or company based on mental intelligence, emotions, and intelligence to transform opportunities and barriers oriented towards physical ability. Against the use of resources provided by the company. Mathis and Jackson (2004) suggest that performance has five indicators: quality of work, quantity of work, cooperation, responsibility, and initiative. Model Framework. A framework of relationships between variables, transformational leadership with the work environment, free variables, motivation, and performance are bound variables. The following image illustrates the relationship between a free variable and a bound variable.

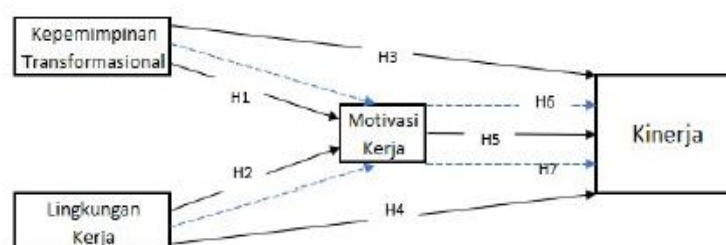


Figure 1 Model Outline

According to the picture above, the hypothesis in this research is:

H1: Transformational leadership is very influential on motivation in the workplace

H2: Work environment is very influential on motivation in working

H3: Transformational leadership is very influential on the performance

H4: The work environment is very influential on the performance

H5: Work motivation is very influential on performance

RESEARCH METHODS

This research uses a quantitative approach by examining the causal relationship between transformational leadership variables and the work environment to work motivation and performance: population and samples. The population of this research is the employees of Y.P.K. Mandiri Hospital, with a population of 100 employees studied. Research data obtained from the technical results collect results using questionnaire distribution. Questionnaires used scales Likert 1-5 with very disagreeable answers (STS) = 1; Disagree (TS) = 2; Simply Agree/Neutral (N) = 3; Agree (S) = 4; and Strongly Agree (SS) = 5.

Technical analysis of results. The research used descriptive analysis used by researchers to provide information about each respondent's identity data in numerical form. Analysis of how it is used as an analysis of the pattern of relationships between variables. In the research, the authors wanted to analyze whether transformational leadership and work environments had an impact on work motivation and its impact on employee performance. Partial Least Squares (P.L.S.) analysis using structural equation modeling (S.E.M.) method maximizes the variance described in endogenous variables through additional research, namely data quality values based on measurement pattern characteristics with the help of SmartPLS software version 3.

FINDINGS AND DISCUSSION

Characteristics of the interviewee. The interview results on the aspects interviewee showed that most interviewees were women, which is 80% of the 100 interviewees who participated in this study. The remaining 20% are male. From the education level of respondents, the majority of high school graduates 52%, S1 27%, and remaining D3 21%. Furthermore, based on working time, resource persons with a working time of 5 years are more than the majority of 1 to 3 years of work, or 57% or 30%.

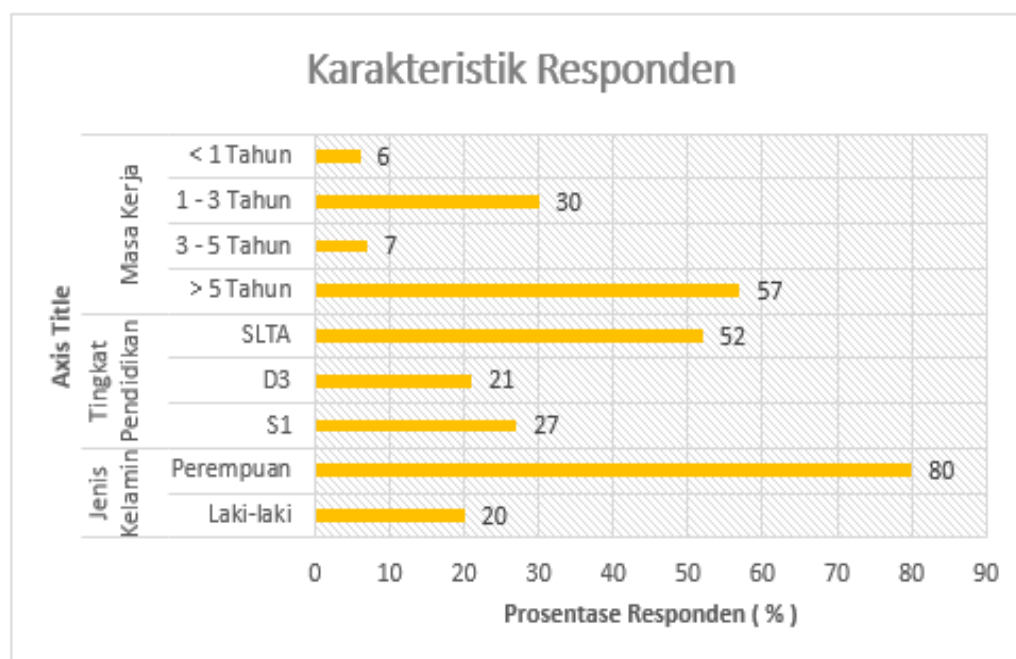


Figure 2 Characteristics of Respondents

Descriptive analysis of research variables. Descriptive analysis for research performs average calculations and deviation standards for further classification based on low, medium, and high categories. The questionnaire results are intended to provide an overview of transformational leadership, work environment, work motivation, and staff performance of YPK Mandiri Hospital.

Transformational Leadership. Data analyzing the description of transformational leadership variables shows that according to the perception of most respondents, the transformational leadership of superiors in this hospital has been good. However, there is still an improvement in expectations that the boss task given needs to pay attention to ideas or suggestions from subordinates. The implementation of coordination tasks and good relations between superiors and assistants need to be improved, and the need for associates to be more creative in working.

Work environment. Analysis of work environment variables proves that the average level of responses to hospital staff's statements about the work environment is moderate. This shows that the working environment in the hospital is very good, according to respondents, from a physical and immaterial environment point of view.

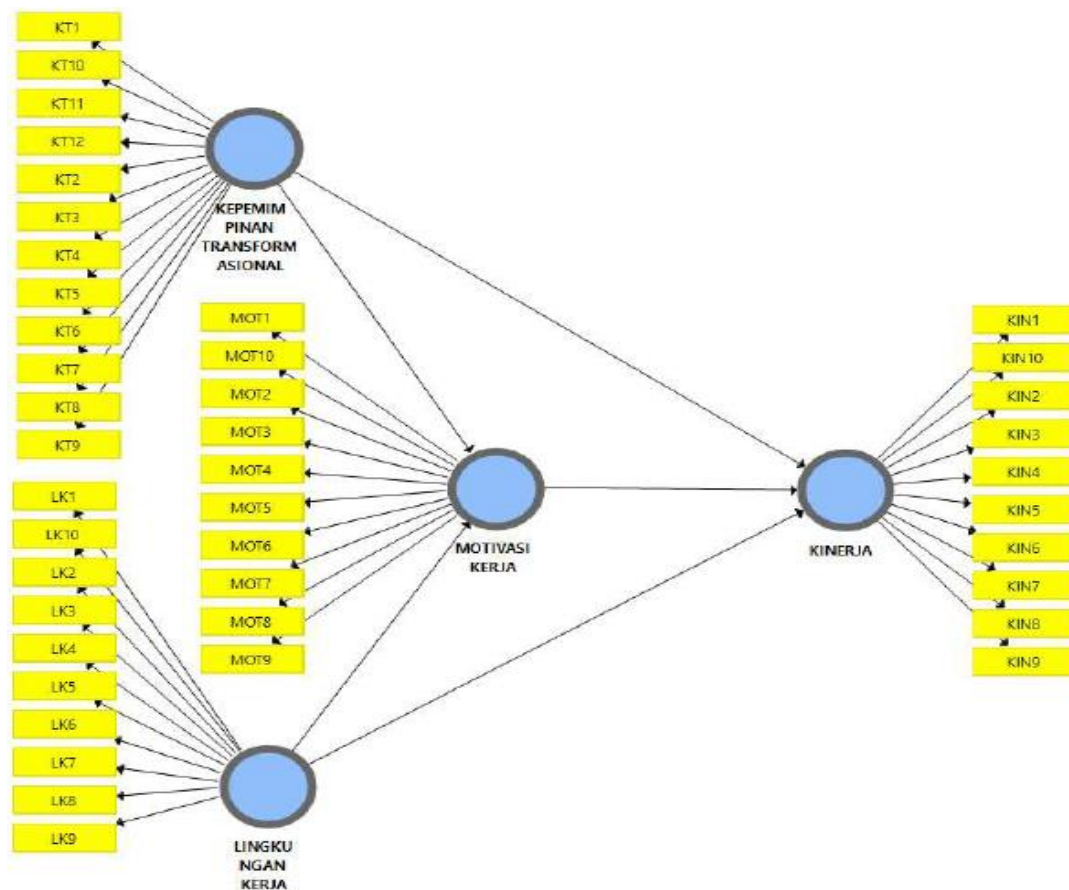
Motivation at work. Descriptive analysis of work dynamics shows the average value tends to be higher. This indicates that most of the staff in this hospital are well-motivated, but in terms of acceptance of salaries, satisfaction with work outcomes, agency and community relations and the awards that hospitals give to workers are always in the average category. They are proving that there are employees who are not motivated by these four things so that work motivation is not so high.

Employee performance. Descriptive analysis data of employee performance variables shows that the average tends to be higher. For some employees of this hospital, this has been high performance but still needs to improve employee awareness of duties and responsibilities.

P.L.S. Analysis

The hypothesis tested this research analyzed partial least squares (P.L.S.) using smart pls program. These stages include external model testing and internal model testing. During the external model testing phase, tests are conducted against the validity and reliability of the construct of all indicators in the model. While in the inner stage of the model, hypothetical testing was conducted based on the significant value and coefficient of pathway between exogenous and endogenous variables.

Based on this study's model framework and hypotheses, transformative leadership and the workplace are believed to affect employee performance. Work motivation variables are defined so that intermediary variables are considered to mediate environmental effects. Transformational workplace and leadership performance. Therefore, the P.L.S. model for this study is:



Pictures of 3 P.L.S. Models

Quality control of external equipment / models. These measurement stages include convergent validity tests, discriminant validity, and combined reliability tests—convergence effect. The AVE results in Table 1 show that the load factor limit used is 0.7 and the load factor value for all variable external load dimensions is > 0.7 . The results of the smartPLS AVE output in this study showed an AVE value of >0.5 as shown in the table below.

Discriminant Validity. Furthermore, in Table 2, it is proven to have met the required validity criteria such as AVE square root in all configurations exceeding the correlation between this configuration and other configurations.

Composite Reliability. Cronbach's alpha research results are > 0.7 and reliable research indicators. Reliability testing using composite reliability (>0.7) is described as Cronbach's alpha. The overall reliability of the survey structure is in Table 3.

Test the Inner Model. Inner model test is the assessment of the goodness of fit structural model, evaluation of the coefficient of a path, verification of the effect of the partial influence of exogenous variables on intrinsic variables, and calculation of coefficients of determination.

The goodness of Fit structural model. The first model was feasibility tested, reviewing the R Square value and the Q Square value of the model. In this test, the R Square value showed the predictive strength of the model judging by the power of exogenous variables in predicting endogenous variables. Table 4 shows the performance variable R Square value of 0.791. Therefore, because the value of endogenous variable Square R has exceeded 0.67, this

model is said to be decisive in predicting the impact of leadership transition, work environment, and willingness to work on employee performance.

Furthermore, the R Square value of 0.437 working motivation variable is in the range of 0.33 – 0.67 indicating the strength of the P.L.S. model that predicts the impact of transformational and workplace leadership on employee performance is very strong or moderate. In addition to the R Square value, it is also rated from the Q Square value and the Q Square value is categorized as small (0.02), medium (0.15), and large (0.35). In table 5 the calculation result of Q Square shows the value of Q Square performance variable is 0.577 and Q Square work motivation variable is 0.292. Both of these variables are endogenous variables in the model has exceeded 0.35 then it can be stated that the P.L.S. model is so good that it is worth using to test the research hypothesis.

Evaluate path factors. The results of the evaluation of the success coefficient in table 6 showed that the motivational influence pathway coefficient on work efficiency was 0.619 and the coefficient of success on work efficiency was 0.098 which had a greater effect on employee performance. This is the motivation of work concerning the work environment. Second, for dynamic variables, the influence factor of leadership change on the basis is 0.286, and the workplace path factor for motivation is 0.424. The workplace demonstrated me at YPK. Mandiri Hospital contributes more to employee motivation than transformational leadership.

Testing the Significance of Direct Influence. Based on the test of the significance of direct influence on table 6, namely:

1. The track proves that the relationship of transformational leadership's influence on employee work motivation. The p-value obtained is 0.006 with a statistical t of 2,747 and a positive marked path coefficient of 0.286. Because the p-value of the $<$ line is 0.05, t statistics $>$ 1.96 and the test coefficient is positive and in conclusion transformational leadership has an effect that is positive fiber has a big effect on the motivation of hospital staff work. It is shown that the better the hospital's senior management, the more motivating Y.P.K. staff in Mandiri Hospital.
2. On the track proves that the relationship of the influence of the work environment on employee's work motivation, the p-value obtained is 0.000 with a statistical t of 4,621 and the coefficient of positive marked path is 0.424. Because the value of p-value of the line $<$ 0.05, t statistics $>$ 1.96 and the confusion of the positively marked path of the workplace has a positive and significant influence on the motivation of workers in the hospital, showing that the good working environment in the hospital, the higher the motivation of working employees at Y.P.K. Mandiri Hospital.
3. The track proves that the relationship of transformational leadership influence on employee performance. The p value obtained is 0.000 with a statistical t of 3.989 and the coefficient of positive marked path is 0.280. Because the p value of the line $<$ 0.05, t statistics $>$ 1.96 and the coefsien of marked positive pathways, the conclusion is that transformational leadership has a positive and significant effect on the performance of employees in the hospital. As evidenced by the good leadership of superiors in the hospital, the increasing performance of employees at YPK Mandiri Hospital.

4. On the path that shows the relationship of the effect of the work environment on employee performance, the p value obtained is worth 0.198 with a statistical t of 1,288 and a positive marked line coefficient of 0.098. The value of p value of the line > 0.05 , t statistics < 1.96 then it can be concluded that the work environment directly has no major influence with the performance of employees in the hospital, this shows that the good work environment in the hospital does not always support the high performance of karaywan in the hospital.
5. On the path that shows the relationship of work motivation influence on employee performance, the p value obtained is 0.000 with a statistical t of 11.072 and a positive marked path coefficient of 0.619. Because the p value of the line < 0.05 , t statistics > 1.96 and the coefsien of positive marked pathways, it can be concluded that the motivation of work has a positive and significant effect on the performance of the hospital employees, this indicates that the higher the motivation of employees' work in the hospital, the higher the performance of employees at YPK Mandiri Hospital.

Table 1 Convergent Validity

Variable	Indicator	Loading Factor	AVE	Convergent Validity
Performance	KIN1	0.888	0.757	valid
	KIN10	0.878		valid
	KIN2	0.930		valid
	KIN3	0.937		valid
	KIN4	0.740		valid
	KIN6	0.917		valid
	KIN7	0.936		valid
	KIN8	0.725		valid
	KIN9	0.848		valid
Transformational Leadership	KT1	0.864	0.808	valid
	KT10	0.862		valid
	KT11	0.823		valid
	KT12	0.915		valid
	KT2	0.906		valid
	KT3	0.924		valid
	KT4	0.938		valid
	KT5	0.872		valid
	KT6	0.899		valid
	KT8	0.930		valid
KT9	0.946	valid		
Work Environment	LK1	0.935	0.763	valid
	LK10	0.819		valid
	LK2	0.910		valid
	LK3	0.928		valid
	LK4	0.905		valid
	LK5	0.863		valid
	LK6	0.851		valid
	LK7	0.851		valid
LK8	0.906	valid		

	LK9	0.751		valid
Work Motivation	MOT1	0.895	0.725	valid
	MOT10	0.887		valid
	MOT2	0.884		valid
	MOT3	0.863		valid
	MOT4	0.851		valid
	MOT5	0.763		valid
	MOT6	0.862		valid
	MOT7	0.889		valid
	MOT8	0.756		valid

Table 2 Discriminant Validity

	KIN	KT	LK	MOT
• KIN	0.870			
• KT	0.716	0.899		
• LK	0.689	0.720	0.874	
• MOT	0.846	0.592	0.630	0.851

Table 3 Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
• PERFORMANCE	0.959	0.965
• KT	0.976	0.979
• LK	0.965	0.970
• MOT	0.952	0.959

Table 4 Goodness of Fit

	R Square	Kriteria	
Performance	0.791	<i>strong model</i>	
Work Motivation	0.437	<i>moderate</i>	
	SSO	SSE	Q ² (=1-SSE/SSO)
• KIN	900.000	380.601	0.577
• KT	1100.000	1100.000	
• LK	1000.000	1000.000	
• MOT	900.000	636.875	0.292

Table 5 Q Square Value

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
KT -> MOT	0.286	0.278	0.104	2.747	0.006
LK -> MOT	0.424	0.428	0.092	4.621	0.000
KT -> KIN	0.280	0.280	0.070	3.989	0.000
LK -> KIN	0.098	0.091	0.076	1.288	0.198
MOT -> KIN	0.619	0.623	0.056	11.072	0.000

Table 6 Evaluation of Coefficient of Path

	Indirect Path Coefficient	T statistic	P Values
LK -> MOT -> KIN	0.263	3.851	0.000
KT -> MOT -> KIN	0.177	2.702	0.007

Table 7 Indirect Effect

Variable Endogen	R Square	R Square Adjusted
• Performance	0.791	0.785
• Work Motivation	0.437	0.425

Table 8 Determination Coefficient

Variable	Dimention	Motivation				Performance		
		MOT1	MOT2	KIN1	KIN2	KIN3	KIN4	KIN5
Work	LK1	0.536	0.689	0.689	0.543	0.481	0.644	0.551
Environment	LK2	0.549	0.681	0.681	0.522	0.454	0.626	0.536
Transformational Leadership	KT1	0.481	0.670	0.670	0.681	0.627	0.649	0.560
	KT2	0.441	0.619	0.619	0.655	0.640	0.596	0.558
	KT3	0.459	0.626	0.626	0.653	0.608	0.623	0.524
	KT4	0.919	0.786	0.786	0.812	0.665	0.807	0.731

Table 9 Correlation Between Dimensions

Variable	Dimention	Performance				
		KIN1	KIN2	KIN3	KIN4	KIN5
Motivation	MOT1	0.708	0.706	0.585	0.721	0.656
	MOT2	0.810	0.820	0.641	0.879	0.749

Testing the Significance of Indirect Influence. Work motivation acts as an intermediary variable for leadership transformation and workplace impact on employee performance. Indirect effect tests can be performed by examining the indirect impact results of the SmartPLS program to determine the importance of a motivational work role that mediates the impact of transformational leadership as well as the work environment on performance. Based on the analysis results in Table 7, the research data confirms that motivation can have a transformative influence on employee performance leadership, as shown by p-value 0.007, t-statistic 2.702, and positive success factor 0.177. The research data confirms that motivation can influence the influence of the work environment on employee performance, which is shown by t-statistics of 3,851 and a positive success factor of 0.263 with p-values of 0.000. With a p-value of $<0> 1.65$, H_0 was rejected and concluded that motivation can proactively analyze the impact of transformative leadership and the workplace on employee performance.

Coefficient of determination. The coefficient of determination indicates the influence of exogenous variables on intrinsic variables judging by the adjusted value of R-squared. Table 8 shows that the corresponding R-squared value for the performance variable is 0.785. This shows that 78.5% of staff performance at YPK Mandiri Hospital is affected by employee leadership and work environment changes. In addition, an analysis of occupational motivation variables showed that 2.5% of employees' work motivation was influenced by transformational leadership and the work environment of hospital staff.

Analyze relationships between dimensions. This analysis aims to measure the extent of relationships between dimensions of transformational leadership variables through of motivation variables and employee performance with variable dimensions of motivation and capacity performance. Table 9 shows as follows:

1. The relationship between the dimension of measurement of work environment variables with motivation in the workplace and the extent of the work environment, in theory, has the most vital relationship with the importance of work motivation—immaterial work environment. Strong employee work motivation for promotion, personal development opportunities, awareness, responsibility, and career success are most influential due to relationships with co-workers and relationships between employers and employees. Based on good physical working conditions, good salary, good work supervision, company policies, such as office buildings, offices, equipment that corresponds to the website, etc. Employee motivation for work safety and transportation.
2. The relationship between the variable measurement dimension of transformational leadership and the measurement dimension of work motivation shows that the individual's consideration is the most powerful aspect of transformational leadership with its relationship to the high low motivation of employee work. The attention of superiors to subordinates and the empathy of superiors who want to listen to subordinates' problems to then carry out further development, willing to teach and give direction to subordinates have the greatest influence on employee motivation.
3. The relationship between the dimension of measurement of work environment variables and the dimension of performance measurement, analysis results, quality of work (competence, skills, employee performance) is strongly affected by the actual work environment and workload, cooperation, responsibilities and employee initiatives are also strongly influenced. . I'm multi-faceted. Depending on the actual work environment, such as the building where the employee is located. Availability of workplaces, adequate equipment, complete equipment, equipment and transport.
4. The relationship between the transformational leadership aspect and the dimension of performance measurement is that personal considerations are the quality of work, quantity of work, cooperation, responsibility and inisiatiiif of employees. Superiors who can always give attention to subordinates, listen to subordinate problems to then do further development, and be willing to teach and give direction to subordinates will strongly support the high performance of employees.

Analyzes the correlation between the dimensions of dependent variables. From the results of the analysis in Table 10 it appears that the dimension of the work motivation variable that most affects the performance variable is the work motivation that comes from pure factors. This means that the quality of staff at YPK Mandiri Hospital is relatively high. Employment, number of jobs, responsibilities, cooperation, initiatives exist among staff more due to the high motivation of employees to earn appropriate salaries, good job supervision, good company policies, relationships with good colleagues and job security.

DISCUSSIONS

The influence of transformational leadership on work motivation

The first hypothesis of this research proves and concludes that transformational leadership has a positive and significant effect on work motivation. This proves and concludes that the better the management of YPK Mandiri Hospital, the more motivating the staff. Harahap D.S. Khair H research (2019) which shows that transformational leadership can influence employee motivation. Result of SultoniS. (2018) also shows that good transformational leadership can motivate the workplace. Ak Adely AP (2018) also showed in his research that good leadership can influence employee motivation. Tucuman R.J.A. Sparsa W.G. Liana I. G. Research (2014) also proves and concludes that transformational leadership affects employee work motivation.

The effect of the work environment on work motivation.

Hypothesis 2 of this research is proven and concluded that the work environment positively influences the work motivation of Y.P.K. Mandiri Hospital workers. this proves that the better the working environment in the hospital, the more motivated hospital staff to work. Research Warna E. Suratno S. Tiara T (2020), proves and concludes that the work environment b has a positive influence on work motivation. Pramita E.H.'s (2019) results also show that a good work environment can create strong work motivation. Lioni L. research (2021) also indicates that the work environment positively influences work motivation. So is Purnama H. Safitri M. Agustina M. (2020) once again proves that the work environment is an example of factors that positively influence employee work motivation.

The Effect of Transformational Leadership on Performance.

Hypothesis 3 of this research was proven and concluded that transformational leadership positively influences the performance of Y.P.K. Mandiri Hospital staff. The better the hospital is run, the more efficient the hospital staff will be. The findings of this study are in line with the results of Rahawarin C. Arikunto S. (2015) that transformational leadership has a positive influence on employee performance. Research by Verawati Wote A.Y. Patalatu J.S. (2019) which argues that leadership has a positive influence on performance. The conclusion of Jaliah J. Fitria H. Martha A. (2020) also shows that transformational leadership positively influences performance. Susilowati Setiawan F. (2019) also found that good leadership can motivate employees to achieve high performance in the company's employee survey. Wibowo A. survey (2017) also showed that employees with good leadership tend to perform well.

The effect of the work environment on performance.

Hypothesis 4 this research proves that the work environment can not directly affect the performance of Y.P.K. Mandiri Hospital. Proven working environment dirs do not always encourage the high efficiency of the work of hospital staff. need intermediaries who can mediate the indirect impact of the work environment on the performance of hospital staff. According to Salindeho C. research (2016), working environment is not a significant efficiency factor. Makmun S. Rohim R. Khoiriyah M. (2020) also found the work

environment could not directly affect performance. The findings of Fikri K. (2018) work environment can not directly affect performance. Similarly, the findings of Nabawi R. (2019) work environment does not necessarily determine and affect performance. Research data shows that the work environment at YPK Mandiri Hospital has no direct effect on employee performance. The work environment can be affected by performance as a result of work motivation. A good work environment doesn't always create high employee performance, a good work environment can motivate employees to work high if it can motivate senior employees, but a good work environment can encourage good work, then you can foster your motivation. It does not affect high-performance employees. The results of this survey are not in line with the survey results of Dea G. Sundari O. Dongoran J. (2020) the work environment affects employee performance. Josephine A. Harjanti D. (2017) also conducted a survey and found that the work environment can affect performance. The results of Angleny A. Phitria H. Fitiani Y. (2020) good work environment encourage high-income employees' performance. Findings Sulistiawan D. Riadi S. S. Maria S. (2018) work environment can improve employee performance. Zati M. R. Zulkarnen Mora Endang Terangisa BR Sinuraya (2020) work environment can improve performance and affect work efficiency.

Effect of work motivation on performance.

Hypothesis 5 of this study was proven and concluded that work motivation has a positive influence on the performance of employees of YPK Mandiri Hospital. This shows that the higher the motivation of hospital staff, the higher the efficiency of hospital staff work. The results of this study are in line with the findings of Nurcahyani N. Adnyani I. (2016), which shows that motivation affects performance. Fara M. F. (2016) also showed results where work motivation is part of the cause of work performance. Nurcahyani N.M. Adnyani I.D. (2016) Their study also proved that the strength of motivation results in improved performance.

The indirect influence of transformational leadership on performance through work motivation.

Hypothesis 6 of this study concludes that transformational leadership can indirectly impact performance by mediating motivation in the workplace. In short, good transformational leadership can support strong employee motivation and thus improve performance. Kharis I. 's findings (2015), which argues that work motivation can affect the impact of transformational leadership performance. Novianti R. (2017) also showed that motivation has an influence for transformational leadership on performance. Praditia Mahaptra K.A. Sdiviya I.G.A. (2019) also showed that work motivation affects performance. Hartati C.S. Wiroko R. (2019) also showed in his study the role of motivation in mediating the impact of transformational leadership on performance.

The indirect influence of work environment on performance through work motivation.

Hypothesis 7 of this research is proven and concludes that the work environment can be indirectly affected to a performance by mediating motivation in the workplace. This means

that a good work environment can support strong employee motivation. Lioni L. research (2021), which shows that work motivation can mediate the impact of work environment performance. Josephine A. Harjanti D. 's findings (2017) that work motivation can mediate work environment performance. Prakoso R (2014) also found in his research that work motivation can affect the impact of the work environment on performance.

CONCLUSION

1. Transformational leadership has a positive influence on the work motivation of YPK Mandiri Hospital employees. The better the transformative leadership of the head of YPK Mandiri hospital the more motivating the hospital staff.
2. Transformational leadership has proven to be the cause of influence that can increase the motivation of hospital workers. The work environment has a positive impact on and is essential to the work motivation of YPK Mandiri Hospital employees. The better the hospital work environment, the more motivated the hospital staff. The work environment proves to be the cause of increased motivation of hospital staff.
3. The change of leadership has a positive influence on Y.P.K. Mandiri Hospital staff's ability to carry out their duties. The better the transformation of a hospital's leadership, the better the performance of hospital staff. Leadership changes have proven to be the cause of the increasing implementation of hospital staff.
4. The work environment can not directly affect the performance of employees at YPK Mandiri Hospital. A good work environment can't always shape high employee performance. Indirect influence test data shows that the work environment can affect performance if the work environment is mentioned can form a high employee work motivation. Without the mediation of the work motivation of the work environment directly can not influence performance.
5. Work motivation has a positive influence on the performance of employees at YPK Mandiri Hospital The better the reason of workers in the hospital, the higher the performance of employees in the hospital. Work motivation proved to be the cause of high performance of employees in the hospital.
6. Motivation can mediate the influence of transformational leadership on performance. Good transformational leadership can increase employee work motivation which can further improve employee performance.
7. Motivation can mediate the effect of workplaces on performance. A good work environment increases employee motivation which can further improve employee performance.

Suggestion.

1. For YPK Mandiri Hospital
Research data proves that transformational leadership influences the performance and motivation of employees at YPK Mandiri Hospital. Thus, to have high work motivation and employee performance, it is better for the supervisors at YPK Mandiri Hospital to have high transformational leadership. Research data proves that according to respondents, the leadership of superiors in this hospital has been good and still needs

improvement in terms of (1) The supervisor explains to the employee about his expectations for the task given; (2) The supervisor shall pay attention to the ideas or suggestions of subordinates regarding the implementation of the coordination task; (3) Good relations between superiors and subordinates; (4) praise and appreciation to outstanding employees and (5) encouragement to subordinates in order to be more creative in working. In addition to transformational leadership, the work environment is also proven to have an influence on work motivation and performance. Thus, both the physical and non-physical environment in this hospital must remain good so as to support the high motivation of work and employee performance. In terms of work motivation, research data proves that the work motivation of most employees in this hospital has been good, but in terms of acceptance of salaries, satisfaction with the work, agency and community relations and awards given by agencies to employees in the middle category, research proves that there are still employees who are not motivated by these four things so that the motivation of work is not so high. It could be a future improvement for the hospital so that evaluation and improvement in the future so that work motivation and employee performance can be improved.

2. For next researcher

In addition to transformational leadership, work environment, and work motivation, you can add many variables that can affect employee performance, such as work stress, skills, and job satisfaction. Hopefully, there's a further investigation.

BIBLIOGRAPHY

- A, Shadare., Oluseyi, dan Ayo, Hammed T. 2009. *Influence of work Motivation, Leadership Effectiveness and Time Management on Employees Performance in Some Selected Industries in Ibadan, Oyo State, Nigeria*. European Journal of Economics, Finance and Administrative. Sciences ISSN 1450-2275 Issue 16, 2009.
- Agusthina Risambessy, Bambang Swasto, Armanu Thoyib, Endang Siti Astuti .2012. The Influence of Transformational Leadership Style, Motivation, Burnout Towards Job Satisfaction and Employee Performance, *Journal of Basic and Applied Scientific Research*.
- Anwar Prabu Mangkunegara, (2011). *Manajemen Sumber Daya Manusia Perusahaan*, Remaja Rosdakarya, Bandung.
- Balthazard Pierre A, David A. Waldman, John E. Warren. 2009. Predictors of the Emergence of Transformation Leadership in Virtual Decision Team. *The Leadership Quarterly*, No. 20. Pp. 651 – 663
- Bass, B. M., & Avolio, B. J. 1992. Developing transformational leadership: 1992 and beyond. *Journal of European Industrial Training*, 14: 21-28.
- Colquitt, Jason A., Jeffery A. LePine & Michael J. Wesson. *Organizational Behavior: Improving Performance and Commitment in the Workplace*. New York: McGraw Hill, 2009.

- Dhermawan, A.A.Ngurah Bagus, I Gde Sudibya Adnyana dan Mudiarta I Wayan Utama. 2012. Pengaruh Motivasi, Lingkungan Kerja, Kompetensi, dan Kompetensi Terhadap Kepuasan Kerja dan Kinerja Pegawai. *Jurnal Manajemen, Strategi Bisnis dan Kewirausahaan (Matrik)*. 6(2)
- Feizal, D. A.et al. (2021). THE EFFECT OF PROFITABILITY, LEVERAGE AND LIQUIDITY ON DIVIDEND POLICIES FOR CONSTRUCTION ISSUERS IN 2014-2019. *Dinasti International Journal of Economics, Finance & Accounting*, 2(2), 131-144.
- Kemalasari, N.,et al.(2018) The Effect of Human Capital, Structural Capital and Relation Capital on Company Performance. *Saudi Journal of Humanities and Social Sciences (SJHSS)* ISSN 2415-6256, , Vol-3, Iss-5. Page, 642-650
- Kornoti, Eli. (2012). *The 3D Transformational Leadership Model. The Journal of American Business Review*. Cambridge.1(1).pp:165-175
- Lievens Filip, Pascal Van Geit and Pol Coetsier. 2005. Identification of Transformation Leadership Qualities: An Examination of Potential Biases. *European Journal of Work and Organizational Psychology*, Vol. 6 No. 4. Pp. 415-430.
- Luthans, Fred 2006. *Perilaku Organisasi*, Edisi 10, Yogyakarta: Penerbit Andi.
- Martwi, R. T., Triyono, & Mardalis, A. (2012). Faktor–Faktor Penentu yang Mempengaruhi Loyalitas Kerja Karyawan. *Daya Saing: Jurnal Ekonomi Manajemen Sumber Daya*., 13(1).
- Mathis, R.L. & J.H. Jackson. 2006. *Human Resource Management: Manajemen Sumber Daya Manusia*. Terjemahan Dian Angelia. Jakarta: Salemba Empat
- McCann, Jack. 2008. Leadership in the Apparel Manufacturing Enviroment: An Analysis Based on The Multi-Factor Leadership Questionnaire. *S.A.M. Advanced Management Journal*. Cincinnati . 73(4), p: 20-30.
- Musanti, T., et al. (2019). Pengaruh Pelatihan, Motivasi Kerja Dan Kompetensi Terhadap Kinerja Personel Di Makosek Hanudnas I. *Journal Of Management And Business Review*, jilid, 16, 87-109.
- Notoatmodjo, Soekidjo. 2003. *Pengembangan Sumber Daya Manusia*. Jakarta: PT Rineka Cipta
- Novawiguna.K.,et al(2018)” The Role of Organizational Culture, Organizational Commitment, and Styles of Transformational Leadership towards Employee Performance” ICBEAS 2018 : International Conference on Business, Economic and Administrative Sciences - International Journal of Industrial and Systems Engineering - Amsterdam, The Netherlands. International Scholarly and Scientific Research.

- Purwanto, Sony Bagus. 2013. Pengaruh Komunikasi, Motivasi dan Kepuasan Kerja terhadap Kinerja Karyawan (Studi pada Proyek Pondasi Tower di Timor Leste PT Cahaya Inspirasi Indonesia). *Jurnal Aplikasi Manajemen*, 11(1): 139-143.
- Rachman, R. R., et al. (2020). THE EFFECT OF MACRO ECONOMY AND FINANCIAL PERFORMANCE ON STOCK PRICE WITH EARNING PER SHARE AS THE INTERVENING VARIABLE (A STUDY ON RETAIL TRADING COMPANY IN IDX IN 2011-2018). *Dinasti International Journal of Economics, Finance & Accounting*, 1(2), 275-290.
- Rees, Erik, 2001. *Seven Principles of Transformational Leadership: Creating A Synergy of Energy*.
- Rivai, Veithzal, 2008, *Manajemen Sumberdaya Manusia untuk Lembaga*, edisi pertama, cetakan kedua, Raja Grafindo Persada, Jakarta.
- Robbins, Stephen. 2012. *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Robbins, Stephens P, 2001. *Perilaku Organisasi: Konsep, Kontroversi dan Aplikasi*, PT Prenhallindo Utama, Jakarta.
- Saluy, a.b. (2018, November). Recruitment and profitability management (case study of primary sector companies listed on Indonesia Stock Exchange 2007-2016). In *IOP Conference Series: Materials Science and Engineering* (Vol. 453, No. 1, p. 012066). IOP Publishing.
- Sarwoto. 2007. *Dasar-dasar Organisasi Manajemen*. Jakarta: Ghalia Indonesia.
- Sedarmayanti. 2009. *Sumber Daya Manusia dan Produktivitas Kerja*. Mandar Maju. Bandung
- Sedarmayanti. 2017. *Tata Kerja dan Produktivitas Kerja*. Mandar Maju. Bandung
- Siagian, P. sondang, *Teori motivasi dan Aplikasinya*, cetakan Ketiga, , Rineka Cipta, Jakarta, 2004.
- Siagian, S. P. 2014. *Manajemen Sumber Daya Manusia*. PT. Bumi Aksara. Jakarta.
- Siagian, Sondang P. (2002). *Manajemen Sumber Daya Manusia*. PT Bumi Aksara. Jakarta
- Srivastava, A. K. (2008). *Effect of perceived work environment on employees' job behaviour and organizational effectiveness*, *Journal of Applied Psychology* Banarashindu, University, Varanasi.
- Sudarmanto. (2009). *Kinerja dan Pengembangan Kompetensi SDM*. Pustaka Belajar, Yogyakarta
- Sudjinawati. (2008). Pengaruh Tipe Kepribadian *Big Five* Terhadap Gaya Kepemimpinan Transformasional PT Arta Boga Cemerlang. *Jurnal Aplikasi Manajemen*. 8(3).pp:642-652. Surabaya
- Surana & Iqbal, M. Ali. 2021. Pegaaruh Motivasi Kerja dan Kompetensi terhadap Komitmen Organisasi serta Implikasinya pada Produktivitas Kerja Organisasi di Sekolah

Menengah Pertama (SMP) Perkumpulan Strada Jakarta. Indikator: Jurnal Ilmiah Manajemen & Bisnis. Vol 5, No 1 (2021).

Suzulia, M. T., et al. (2020). THE EFFECT OF CAPITAL STRUCTURE, COMPANY GROWTH, AND INFLATION ON FIRM VALUE WITH PROFITABILITY AS INTERVENING VARIABLE (STUDY ON MANUFACTURING COMPANIES LISTED ON BEI PERIOD 2014-2018). *Dinasti International Journal of Economics, Finance & Accounting*, 1(1), 95-109.

Syafarudin, et al. (2020). The Impact Of Aligning Successful Application Of Market Orientation On E-Commerce's Service Quality Strategy: The Case of Starred Hotel Visitors On The Indonesian Island Of Sumatera Proposing conceptual framework. *International Journal of Economics, Commerce and Management*, 8(2).

Treshia, Y. et al. (2018). Pengaruh motivasi kerja, disiplin kerja dan kompensasi terhadap kinerja karyawan (Studi Kasus di Perusahaan PT IE). *Jurnal Ilmiah Manajemen and Bisnis*, INDIKATOR. 2(1), 53-70.

Ulfatin, N., & Triwiyanto, T. (2016). *Manajemen Sumber Daya Manusia Bidang Pendidikan*. PT Raja Grafindo Persada. Jakarta..

Vadeveloo Thenmolli, Nor Syamaliah Ngah, Kamaruzaman Jusoff. (2009). *The Effect of Leadership Behavior Among Academician of University Teknologi MARA Terengganu*. Management Science and Engineering, ISSN 1913-0341, Vol. 3. Pp. 1 – 8.

Wibowo. 2007. *Manajemen Kinerja*. Jakarta: PT. Raja Grafindo Persada.

Yukl, Gary. 2005. *Kepemimpinan dalam Organisasi*. Edisi Kelima. Jakarta: Prenhallindo.