The Influence of Leadership, Work Motivation, and Work Discipline on Employee Performance at RSGM Unjani

Widdy Ayu Utami Ermanawati[1], Arie Hendra Saputro[2]
[1]Indonesia Membangun University, Indonesia, email. widdyayuutami@student.inaba.ac.id.
[2]Indonesia Membangun University, Indonesia, email. arie.hendra@inaba.ac.id.

Corresponding Author: widdyayuutami@student.inaba.ac.id[1]

Abstract: A hospital is a health service system that provides services to the community which include medical services, medical support and care services. RSGM Unjani is a teaching hospital that has developed and provides public services and collaborates with BPJS Health. However, in the midst of its development, there are still many people who are not satisfied with the services provided, this is caused by poor service ad employee performance that is not yet optimal. The aim of research is to determine the influence of leadership, work motivation and work discipline on employee performance. The method used in this research is a quantitative method with a descriptive and verification approach with a total sampling technique on 66 employees at RSGM Unjani are categorized as high. The research result show that leadership has no significant effect on performance, work motivation has significant effect and work discipline has significant effect on performance. The influence of leadership, work motivation, and work discipline has coefficient of determination of 49,90% and the remaining 51,10% is influenced by other factors not studied.

Keyword: Leadership, Work Motivation, Work Dicipline, & Employee Performance

INTRODUCTION

Hospitals are healthcare service systems that provide medical services, medical support, and nursing care to the community. These services are delivered through emergency installations, inpatient care, and outpatient care (Herlambang, 2016). The performance conditions at RSGM Unjani can be considered quite good; however, there are still several factors that hinder optimal service delivery in the field. These include employees arriving late, not using office assets appropriately, leaving the office during working hours for personal matters, using office assets for personal use, sleeping during working hours, and other factors that impede employee performance, ultimately affecting service quality. To improve employee performance, a KPI (Key Performance Indicator) assessment is conducted quarterly. The assessment indicators are divided into two aspects: discipline and capability. The discipline aspect includes punctuality in arriving at work, attendance, leaving the office for personal reasons, leaving early, warnings, and attendance at scheduled meetings. The capability aspect includes education and expertise, teamwork, completing tasks according to SOPs, and

compliance with quality standards of work. The performance evaluation of RSGM Unjani employees for the years 2022 to 2024 is as follows

Table 1. Employee Performance Assessment at RSGM Unjani (2022-2024)

Year	Quarter	Average Score	Description
2022	Q1	70	Fairly Good
	Q2	72	Fairly Good
	Q3	70	Fairly Good
	Q4	75	Fairly Good
2023	Q1	76	Fairly Good
	Q2	75	Fairly Good
	Q3	80	Good
	Q4	79	Fairly Good
2024	Q1	81	Good
	Q2	84	Good
	Q3	82	Good
	Q4	85	Good

Source: RSGM Unjani Employee Performance Assessment Data (2022-2024)

Based on Table 1, the quarterly KPI scores from 2022 to September 2024 show an upward trend. In 2022, the KPI assessments were below average with no significant improvement in 2023. However, in 2024, the scores increased, indicating better performance. Despite this, challenges remain, and performance has yet to meet leadership expectations. Employee performance is influenced by several factors, including leadership, work motivation, and work discipline (Busro, 2020).

Given the critical role of leadership in managing an organization, leaders must be able to motivate and guide their subordinates effectively. Besides leadership, work motivation also impacts employee performance. According to McClelland, as translated by Sitopu et al. (2021), work motivation is a set of forces, both internal and external, that drive individuals to start behaving in accordance with a specific format, direction, intensity, and duration.

Additionally, discipline significantly affects employee performance. Parashakti & Ekhsan (2020) define work discipline as a tool managers use to communicate with employees, encouraging them to change behavior and increasing their awareness and willingness to adhere to company regulations. The following table illustrates the work discipline levels of RSGM Unjani employees from 2022 to 2024

Table 2. Average Attendance of RSGM Unjani Employees

Year	Total Employee	Detail				
		Late (%)	Permit (%)	Leave (%)	Sick (%)	Absent (%)
2022	77	62,28	11,6	16,3	11,13	2
2023	67	58,25	10,18	18,8	8,31	0
2024	66	12,12	7,57	37,87	10,6	0

Source: RSGM Unjani Fingerprint Attendance Data (2024)

From Table 2, the recap of attendance data from 2022 to 2024 shows progress, attributed to stricter regulations and sanctions implemented by the Director of RSGM Unjani. In 2022, 62.28% of employees arrived late, which means more than half were tardy. By 2024, this figure significantly dropped to 12.12%. This indicates that employee performance at RSGM Unjani has improved but is not yet optimal. Leadership is one of the factors influencing employee performance.

Previous research by Ading (2020) found that leadership positively and significantly impacts employee performance. However, research by Ervina, Ferdinand, & Meitiana (2023) concluded that leadership does not significantly influence employee performance. Other

studies (Wahyuni et al., 2023; Pramestya, Herawati, & Septyarini, 2023) found that work motivation affects employee performance, while Pratiwi et al. (2023) highlighted that work discipline impacts performance. Conversely, Hasan, Hertati, & Pebriani (2023) noted that work discipline does not influence performance.

Based on the background above, the following problems can be formulated:
1. What are the levels of leadership, work motivation, work discipline, and employee performance at RSGM Unjani?
2. To what extent does leadership influence employee performance at RSGM Unjani?
3. To what extent does work motivation influence employee performance at RSGM Unjani?
4. To what extent does work discipline influence employee performance at RSGM Unjani?
5. To what extent do leadership, work motivation, and work discipline collectively influence employee performance at RSGM Unjani?

METHOD

In this study, the author employs a quantitative method with a descriptive and verificative approach. The data sources used in this research include primary data collected through direct research methods such as interviews, observations, and distributing questionnaires to RSGM Unjani employees. The sampling method used in this study is a census, where every individual in the population becomes a unit of analysis. Therefore, the sample consists of all 66 employees of RSGM Unjani.

The data analysis techniques applied include: Descriptive Statistical Analysis: This technique is used to analyze data by describing or illustrating the data collected through questionnaires. The aim is to analyze data by describing a variable based on the results of the analyzed questionnaires. Verificative Analysis: This involves using statistical tools, specifically multiple linear regression tests, which include several sub-models. The following represents the research model used in this study:
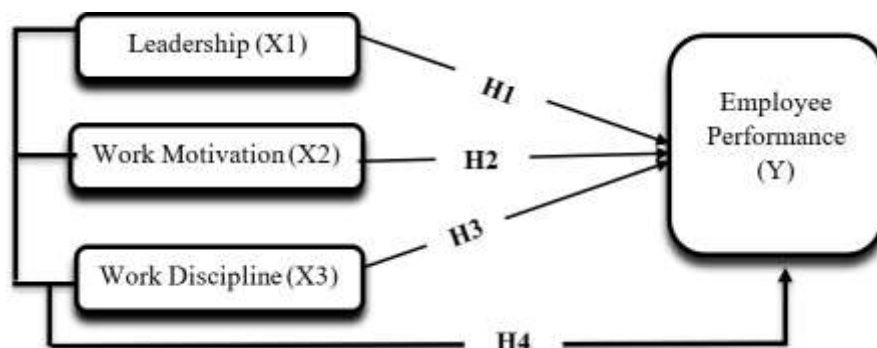

Figure 1. Research Model

Based on the research hypotheses that have been explained, the author formulates the research hypotheses as follows:
1. Leadership (X_1) has a positive effect on employee performance (Y).
2. Work motivation (X_2) has a positive effect on employee performance (Y).
3. Work discipline (X_3) has a positive effect on employee performance (Y).
4. Leadership (X_1), work discipline (X_2), and work motivation (X_3) simultaneously have a positive effect on employee performance (Y).

RESULTS AND DISCUSSION
Result
Descriptive Analysis Results

Descriptive analysis is used to address the research problem regarding performance, leadership, work motivation, and work discipline using a Likert scale frequency distribution table, where a score of 1 represents the lowest score and a score of 5 represents the highest score. The following are the results of the descriptive analysis for each variable:

Table 3. Descriptive Analysis Results

Variable	Average Score	Category
Leadership (X_1)	3.70	Tinggi
Work Motivation (X_2)	3.64	Tinggi
Work Discipline (X_3)	4.16	Tinggi
Employee Performance (Y)	4.17	Tinggi

Source: Data processed again, 2024

Based on Table 3 above, the average score for the leadership variable (X_1) is 3.70, which falls into the "High" category. This indicates that the leadership at RSGM Unjani is rated as having good leadership qualities. The leaders tend to be able to direct, motivate, and influence employees to work optimally in achieving organizational goals. This category also reflects that the leadership style applied is effective in creating a positive work environment, fostering good communication, and supporting the development of employee performance.

Next, the average score for the work motivation variable (X_2) is 3.64, which also falls into the "High" category. This shows that the work motivation of RSGM Unjani employees is at a good level. Employees tend to have a strong internal drive to perform their tasks optimally, whether due to intrinsic factors such as job satisfaction and a sense of responsibility, or extrinsic factors such as rewards, incentives, and a supportive work environment. This high motivation can positively contribute to productivity and the achievement of organizational goals. However, it is important for management to continue maintaining and improving this work motivation through appropriate approaches, such as providing appreciation, career development, and creating a conducive work environment.

Next, the average score for the work discipline variable (X_3) is 4.16, which falls into the "High" category. This indicates that the work discipline of RSGM Unjani employees is rated as good. Employees tend to have high compliance with established rules, procedures, and work standards. This reflects a strong sense of awareness and responsibility in carrying out tasks, including punctuality, consistency in work, and maintaining work quality. This high level of discipline contributes to operational efficiency and a professional work atmosphere. However, to ensure sustainability, management needs to continue monitoring and providing support to maintain work discipline in the future.

Lastly, the average score for the employee performance variable (Y) is 4.17, which also falls into the "High" category. This indicates that the employee performance at RSGM Unjani is generally rated as good. Employees tend to meet or even exceed expectations in carrying out their tasks, demonstrating high effectiveness, efficiency, and work productivity. This good performance reflects the success of management in implementing work strategies, managing human resources, and fostering a work culture that supports the achievement of organizational goals.

Verification Analysis Results

In this study, data was analyzed using SPSS 26 and the classical assumption tests as follows:

a. Normality Test

Using the Kolmogorov-Smirnov test, the decision rule is that if the probability > 0.05, the data is normally distributed; if the probability < 0.05, the data is not normally distributed.

Table 4. Normality Test Result
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		66
Normal Parameters[a,b]	Mean	33,9242424
	Std. Deviation	2,89944774
Most Extreme Differences	Absolute	0,109
	Positive	0,083
	Negative	-0,109
Test Statistic		0,109
Asymp. Sig. (2-tailed)		.051[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
Source: SPSS 26 Output, 2024

Based on Table 4 above, the Kolmogorov-Smirnov probability value for this study is 0.051 > 0.05. Therefore, it can be concluded that the residuals are normally distributed.

b. Multicollinearity Test

This test is used to prove the absence of correlations between independent variables. The following are the multicollinearity test results using SPSS 26

Table 5. Multicollinearity Test Result
Coefficients[a]

Model		Tolerance	VIF
1	X1	0,923	1,084
	X2	0,945	1,058
	X3	0,966	1,036

a. Dependent Variable: Y
Source: SPSS 26 Output, 2024

Based on Table 5, the tolerance values for leadership variable (X_1) is 0.923, work motivation (X_2) is 0.945, and work discipline (X_3) is 0.966, all of which are > 0.100. The VIF values for leadership (X_1) is 1.084, work motivation (X_2) is 1.058, and work discipline (X_3) is 1.036, all of which are < 10. It can be concluded that no multicollinearity occurred in this study.

c. Heteroscedasticity Test

Table 6. Heteroscedasticity Test Result
Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,636	1,726		3,265	0,002
X1	- 0,012	0,029	-0,050	-0,394	0,695
X2	- 0,070	0,042	-0,213	-1,686	0,097
X3	- 0,036	0,039	-0,118	-0,943	0,349

Based on the results of the heteroscedasticity test above, leadership, work motivation, and work discipline variables against employee performance at RSGM Unjani show significance values > 0.05, namely leadership (0.695), work motivation (0.097), and work discipline (0.231). This indicates that no heteroscedasticity occurred, meaning there is no unequal variance in the residuals from one observation to another.

Partial Test (t-test)

Table 7. Partial Hypothesis Test (t-test)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,444	3,420		3,054	0,003
	X1	0,002	0,058	0,003	0,029	0,977
	X2	0,513	0,082	0,576	6,232	0,000
	X3	0,366	0,076	0,439	4,796	0,000

a. Dependent Variable: Y

Source: SPSS 26 Output, 2024

Based on the table above, the significance values between the variables showing the effect of each independent variable on the dependent variable are as follows:

1. The t-table value for X1 Leadership is 1.670, calculated using df = (n-k) = (66-4) = 62, with an alpha (α) of 5% or 0.05. The calculated t-value (0.029) is less than the t-table (1.670), and the significance value is 0.977 > 0.05. Therefore, it can be concluded that H0 is accepted and Ha is rejected, meaning there is no effect of Leadership on employee performance at RSGM Unjani.
2. The t-table value for X2 Work Motivation is 1.670, and the calculated t-value (6.232) is greater than the t-table (1.670), with a significance value of 0.000 < 0.05. Therefore, it can be concluded that H0 is rejected and Ha is accepted, meaning there is an effect of Work Motivation on employee performance at RSGM Unjani.
3. The t-table value for X3 Work Discipline is 1.670, and the calculated t-value (4.796) is greater than the t-table (1.670), with a significance value of 0.000 < 0.05. Therefore, it can be concluded that H0 is rejected and Ha is accepted, meaning there is an effect of Work Discipline on employee performance at RSGM Unjani.

Simultaneous Test (F-Test)

Table 8. Simultaneous Test (F-Test)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	546,442	3	182,147	20,601	.000^b
	Residual	548,179	62	8,842		
	Total	1094,621	65			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Source: SPSS 26 Output, 2024

Based on Table 8, the calculated F value is 20.601 and the F table value is 2.75, obtained from the F table with df numerator = (k-1) = (4-1) = 3 and df denominator = (n-k) = (66-4) = 62, with an alpha (α) of 5%. The calculated F value (20.601) is greater than the F table value (2.75), and the significance value is 0.000 < 0.05. Therefore, it can be concluded that the hypothesis stating that the variables X_1 Leadership, X_2 Work Motivation, and X_3 Work Discipline simultaneously influence employee performance at RSGM Unjani is accepted

Determination Test

Tabel 7. Koefisien Determinasi

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707a	0,499	0,475	2,973

a. Predictors: (Constant), X3, X2, X1

Source: SPSS 26 Output, 2024

This means that 49.90% of employee performance can be explained by the variables leadership, work motivation, and work discipline, while the remaining 50.10% is influenced by other factors not investigated in this study

Discussion

The Effect of Leadership on Employee Performance at RSGM UNJANI

Based on the research conducted, leadership does not have a significant effect on employee performance at RSGM UNJANI. This statement is supported by the hypothesis testing results, which show that the t-statistic is smaller than the t-table (0.029 < 1.670), with a significance value of 0.977 > 0.05. This means that leadership does not influence employee performance at RSGM UNJANI, indicating that the leadership style applied at RSGM UNJANI may not be relevant or effective enough to directly enhance employee performance. This result is consistent with previous research by Ervina, Ferdinand, & Meitiana (2023), which states that leadership does not significantly influence employee performance.

The Effect of Work Motivation on Employee Performance at RSGM UNJANI

Based on the research conducted, work motivation significantly influences employee performance at RSGM UNJANI. This is evidenced by the hypothesis testing results, which show that the t-statistic is greater than the t-table (6.232 > 1.670), with a significance value of 0.000 < 0.05. This indicates that work motivation affects employee performance at RSGM UNJANI, suggesting that employees with strong work motivation, whether intrinsic (such as job satisfaction and sense of responsibility) or extrinsic (such as rewards or incentives), tend to be more productive, efficient, and committed to carrying out their tasks. This finding is supported by previous research by Syahputra et al. (2019), Parashakti, & Ekhsan (2020), which indicates that work motivation has a significant effect on employee performance.

The Effect of Work Discipline on Employee Performance at RSGM UNJANI

Based on the research conducted, work discipline significantly influences employee performance at RSGM UNJANI. This is evidenced by the hypothesis testing results, which show that the t-statistic is greater than the t-table (4.796 > 1.670), with a significance value of 0.000 < 0.05. This indicates that work discipline affects employee performance at RSGM UNJANI, suggesting that work discipline is an important factor affecting employee performance. Employees with high work discipline tend to consistently follow rules, procedures, and schedules, enabling them to perform tasks more effectively and efficiently. Good work discipline reflects responsibility and strong commitment in carrying out tasks, ultimately leading to improved productivity and quality of work. This finding is supported by

previous research by Maryani, Entang, & Tukiran (2021), which indicates that work discipline significantly influences employee performance

The Effect of Leadership, Work Motivation, and Work Discipline on Employee Performance at RSGM UNJANI

Based on the results of the simultaneous hypothesis test (F-test), the F-statistic is greater than the F-table (20.601 > 2.75). The contribution of the three variables, as seen from the R Square value of 0.369, shows that the combined influence of leadership, work motivation, and work discipline on employee performance at RSGM UNJANI is 49.90%, with the remaining 51.10% influenced by factors not studied in this research.

CONCLUSION

Based on the research results and discussion, it can be concluded that leadership is categorized as "High," indicating that the leadership quality at RSGM UNJANI is considered good. Work motivation is categorized as "High," indicating that employee motivation at RSGM UNJANI is at a good level. Employees tend to have a strong internal drive to perform their tasks optimally. Work discipline is categorized as "High," indicating that the work discipline of employees at RSGM UNJANI is also considered good. Employees tend to have high compliance with established regulations, procedures, and work standards, reflecting a strong sense of awareness and responsibility in performing tasks and ensuring quality work.

The first hypothesis test result shows that leadership does not have a significant effect on employee performance. The second hypothesis test result shows that work motivation has a positive significant effect on employee performance. The third hypothesis test result shows that work discipline has a positive significant effect on employee performance.

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