The Influence of Work Environment, Leadership and Motivation on The Performance of Nurses at Hati Mulia Hospital

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ABSTRACT

This study aims to test or analyze the influence of the work environment, leadership and motivation on the performance of Nurses at Mulia Hati Hospital. This research is a quantitative approach. The population in this study were Nurses at Hati Mulia Hospital with a sample of 51 people. The analysis used multiple linear regression analysis with the help of IBM SPSS 24 Software. The results showed that simultaneously the work environment, leadership and motivation had a positive and significant effect on the performance of Nurses at Hati Mulia Hospital, partially, the work environment had a positive and significant effect on Nurse performance At Hati Mulia Hospital, leadership has a positive and significant effect on the performance of Nurses at Hati Mulia Hospital and motivation has a positive and significant effect on the performance of Nurses at Hati Mulia Hospital.

I. INTRODUCTION

Employee performance is the result obtained by employees, which in quality and quantity is achieved and obtained by employees as a benchmark for being able to obtain or achieve the desired results. According to (Griffin, 1987) performance is one of the total collections of work that exists in workers. Meanwhile, according to Hersey and Blanchard, (1993) performance is a function of motivation and ability. To complete a task or job a person must have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what other researchers will do and how to do it. (Donnelly et al., 1994) suggests that the definition of performance refers to the level of success in carrying out tasks and the ability to achieve the goals that have been set. Performance is declared good and successful if the desired goals can be achieved properly

According to Robbins (2010) the environment is institutions or outside forces that have the potential to affect organizational performance, the environment is formulated into two, namely the general environment and the special environment. The general environment is everything outside the organization that has the potential to influence the organization. This environment is in the form of social conditions and technology. While the special environment is part of the environment that is directly related to the achievement of the goals of an organization.

According to Anwar Prabu Mangkunegara (2005:17) the work environment in question includes clear job descriptions, challenging work targets, effective work communication patterns, relatively adequate work climate and work facilities. Alex S. Nitisemito (1992:183) states that the work environment is everything that exists around the workers and which can influence him in carrying out the tasks assigned.

Several studies stating that the work environment has a positive and significant effect on performance are research by Rahayu & Dewi Puspita Fitri (2019), Arson, et al (2020), Fachreza, et al (2018).

In addition to the work environment, there are also those that can support employee performance, namely leadership. Leaders have authority in terms of planning, directing, coordinating, and supervising employee behavior (Davis, 2001). Organizational leaders can influence behavior by creating organizational systems and processes that suit individual needs, group needs and organizational needs. Leadership describes the relationship between the leader (leader) and those who are led (follower) and how a leader directs followers will determine the extent to which followers achieve the goals or expectations of the leader. activities to influence people so that they are directed towards achieving organizational goals (George. R. Terry; 2010)

Previous research which found that leadership had a positive and significant effect on performance was carried out by Arif Efendi, et al (2020), Birnis and Muhammad Baihaqi (2019), Andri Kurniawan, et al (2021) and Elliya Effendi and Luis Marnisah (2019).

In addition to the work environment and leadership, motivation can also support increased performance. According to Syamsiah (2017: 12) motivation means encouragement or giving driving force that creates enthusiasm for one's work so that someone wants to work together, work effectively, and integrate with all their efforts to achieve satisfaction. Work motivation is a condition or energy that drives employees who are directed or directed to achieve the company's organizational goals. The pro and positive mental attitude of employees towards work situations strengthens their work motivation to achieve maximum performance. Aulia (2019:11) says that work motivation is the spirit that arises in a human being that directs and drives behavior.

Research conducted by Aisyah Rahadi Firmayanti and Danny Ramdani (2019) and Hariman Syaleh (2019) states that motivation has a positive and significant effect on employee performance.

II. LITERATURE REVIEW

2.1. Work Environment
2.1.1. Understanding Of the Work Environment
Another definition of work environment is according to Schultz (2010: 405) environment or working conditions are all aspects of the physical work, psychological work and work regulations that can affect job satisfaction and work productivity. According to Noah and Steve (2012: 37), the work environment is the whole relationship that occurs with employees at work. Everything that is in the workplace is a work environment. According to Heizer and Barry (2010: 239), the work environment is the physical environment where employees work which affects their performance, safety and quality of work life.

2.1.2. Work Environment Indicators
Referring to the work environment theory put forward by the experts above, the indicators for measuring the work environment both physical and non-physical in this study were adopted from the opinions of Nitisemito (2010), Sedarmayanti (2017), Mangkunegara (2013) and Robbins (2010) who adapted to the empirical conditions of this study which consist of: (1) physical work environment, namely air circulation in the workplace, layout in the workplace, and lighting levels in the workplace; (2) non-physical work environment, namely: the relationship between employees in the workplace, and the relationship between employees and leaders in the workplace.

2.2. Leadership
2.2.1. The definition of leadership
According to Hasibuan (2010: 170), "Leadership is the way a leader influences the behavior of subordinates, so they want to work productively to achieve organizational goals. Meanwhile, according to Effendi (2014: 183) "Leadership is an influencing activity with the ability to convince others to direct the process of achieving predetermined organizational goals". In other words, leadership is defined as a series of structuring activities in the form of the ability to influence the behavior of others in certain situations so that they are willing to work together to achieve the goals set.

2.2.2. Leadership Indicator
According To George R. Terry (2011) Leadership Indicators Are:
1. Position as supervisor

Leaders who are defined as supervisors have the power to create fear. Leaders who have this type of power have the ability to impose punishment or dismissal. In human life in general, people who have this power are always associated with the use of physical violence or even manifested in clashes of weapons or war.
2. The need for achievement

The need for achievement comes from the expertise, skills or knowledge possessed by a leader which is manifested through respect and influence on others. A leader who is high in skill power to provide facilities for the work behavior of others
3. Intelligence

The intelligence of a leader in the position held by the leader normally. The higher the position of a leader, the greater the legitimacy power has a tendency to have high intelligence. Because the leader feels that he has the rights or authority obtained from his organizational position.

4. Firmness

This power comes from the personal characteristics of a leader who has high referential power and is generally liked by others because of his personality which is able to attract his subordinates or followers. The art of attracting the admiration of subordinates can provide a separate identification of the influence of the leader.

5. Confidence

This power is based on the ability to provide rewards or gifts for others. Such as salary, promotion or service award. Thus, this power is very dependent on someone who has the resources to appreciate giving the gift. The purpose of this power can be clearly predicted, that is, it must be judged by the gifts.

6. Initiative

This power originates from access to information owned by a leader which is considered very valuable by his followers. As a leader, all information comes from outside the organization. Thus, the leader is a source of information.

7. Relations with subordinates

This power comes from the relationship forged by the leadership with important and influential people both outside and within the organization. A leader who is high in power in relation to this tends to seek advice from others. Because they help elicit the pleasures and remove the unpleasant from the reigns of this relationship

2.3. Motivation

2.3.1. The Notion of Motivation

Motivation is an important element in a person, and serves to realize the success of a business or task that is pursued by someone. Motivation from superiors is knowledge and concern for the behavior of subordinates as a direct factor in organizational success. If management can motivate or satisfy employees, then employees will be engaged and committed to work, which will create better organizational productivity and sustainability effectively (Bunchowong, 2015). According to Robbins (2006), motivation determines the intensity, direction, and persistence of individuals in an effort to achieve targets.

2.3.2. Motivational Indicator

According to McClelland (2011: 94), the dimensions and indicators of motivation are as follows:

1. The need for achievement
   a. Develop creativity
   b. Enthusiasm for high achievers
2. The need for affiliation
   a. Feelings accepted by the work environment (sense of belonging)
   b. Feeling respected by society (sense of importance)
   c. Feelings for success (sense of achievement)
   d. Sense of participation
3. The need for power.
   a. Have the best position
   b. Exerting abilities to achieve power

2.4. Performance

2.4.1. Notion of Performance

Veithzal (2005: 97) defines performance as the result of a person as a whole during a certain period in carrying out tasks, such as work standards, targets or target criteria that have been determined in advance and have been mutually agreed upon. Performance is not just information to be able to do promotion or salary determination for the company. However, how companies can motivate employees and develop a plan to improve performance degradation can be avoided.

2.4.2. Performance Indicators

Employee performance measurement in this study refers to SKP based on Government Regulation No. 46 of 2011 which was translated into Perka BKN (Perpetuitas Agency No. 1 of 2013) that the Assessment of Work Performance of Civil Servants systematically incorporates SKP (Employee Job Officer). Goals) and Work Behavior Assessment. Employee performance appraisal consists of two elements, namely the assessment of SKP elements by 60% and work behavior by 40%. Evaluation of Employee Work Targets (SKP) according to PP 46 of 2011 includes indicators: (1) quantity, (2) quality, and (3) time. While the assessment of work behavior includes indicators: (1) service orientation aspects, (2) integrity, (3) commitment, and (4) cooperation.

2.5. Conceptual Framework and Hypothesis
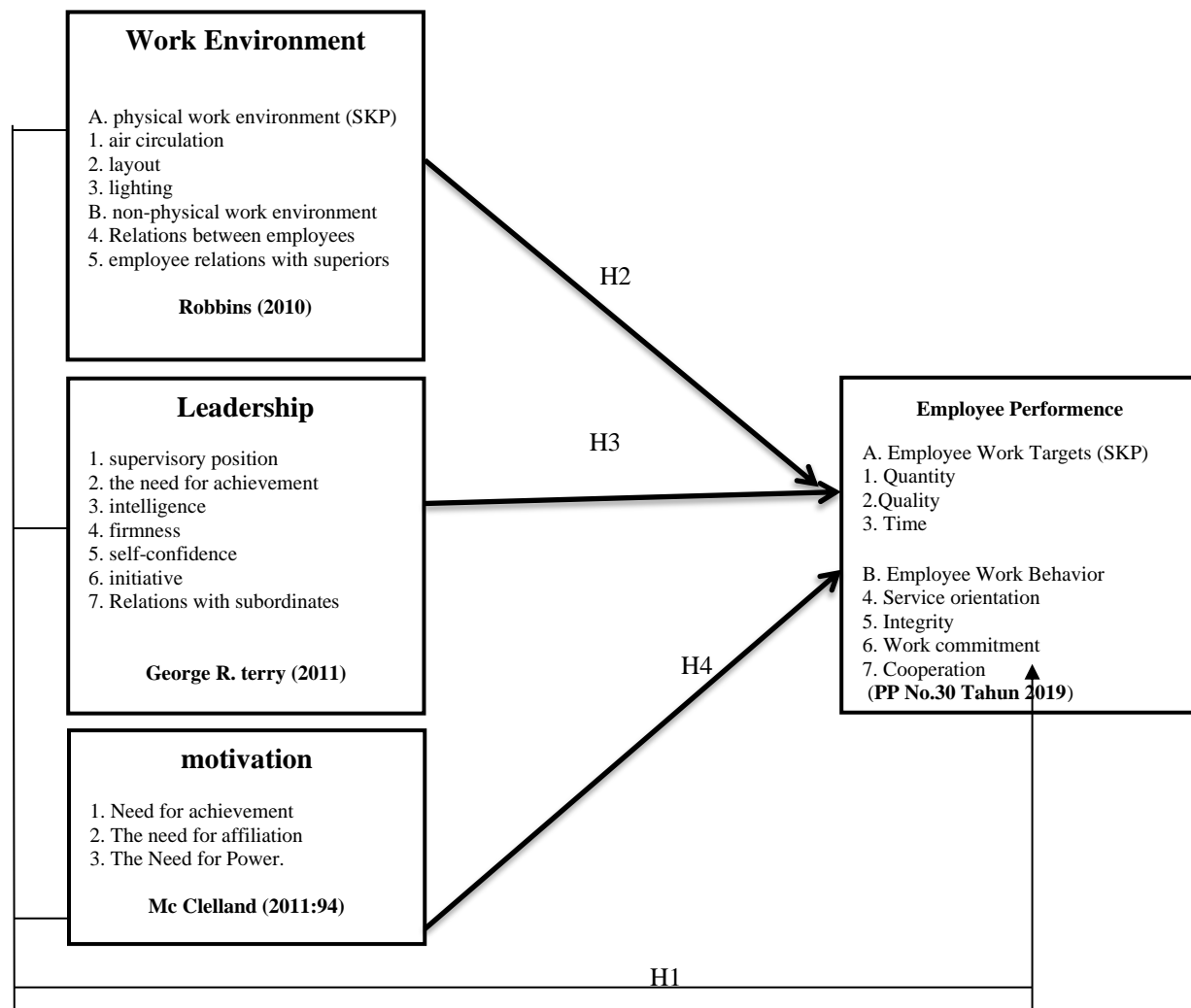
2.5.1. Research Hypothesis
H1: work environment, leadership and motivation have a positive and significant effect on employee performance
H2: the work environment has a positive and significant effect on employee performance
H3: leadership has a positive and significant effect on employee performance
H4: motivation has a positive and significant effect on employee performance

III. RESEARCH METHODS

The population is a generalization consisting of subject objects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions (Sugiyono, 2008: 80) The population in this study were all employees of the noble liver hospital, totaling 51 people.

The type of data used in this study is quantitative data where this data is in the form of numbers. The instrument in this study was a list of questions in the form of a questionnaire submitted to the noble liver hospital employees. And the data source used in this study is primary data which includes data sourced from employees who are used as research respondents. This data was collected directly from the respondents' answers to the noble liver hospital employees. And secondary data is data obtained from employees of the noble heart hospital.

3.1 Instrument Validity and Reliability Test
3.1.1. Instrument Validity Test

Validity test is done by comparing the value of r count, with r table by looking for the degree of freedom (df) = N-k, in this case N is the number of samples, and K is the number of independent research variables. If r count > r table and is positive, then the question is said to be valid (Ghozali, 2006).

Table 3.1. Summary of Research Instrument Validity Test Results

Research variable	Variable Indicator	Correlation coefficient	Sig.	Cut of Points	Ket
Work Environment	Air Circulation	0.899		r≥ 0.30	Valid
		0/903		r≥ 0.30	Valid
		0.852		r≥ 0.30	Valid
	Layout	0.877		r≥ 0.30	Valid
		0.879		r≥ 0.30	Valid
		0.843		r≥ 0.30	Valid
	Lighting	0.868		r≥ 0.30	Valid
		0.876		r≥ 0.30	Valid
		0.722		r≥ 0.30	Valid
	Relations Between Employees	0.889		r≥ 0.30	Valid
		0.914		r≥ 0.30	Valid
		0.767		r≥ 0.30	Valid
	Employee Relations with Superiors	0.890		r≥ 0.30	Valid
		0.893		r≥ 0.30	Valid
		0.879		r≥ 0.30	Valid
Leadership	Supervisory Position	0.883		r≥ 0.30	Valid
		0.936		r≥ 0.30	Valid
		0.796		r≥ 0.30	Valid
	The Need for Achievement	0.916		r≥ 0.30	Valid
		0.914		r≥ 0.30	Valid
		0.817		r≥ 0.30	Valid
	Intelligence	0.878		r≥ 0.30	Valid
		0.914		r≥ 0.30	Valid
		0.849		r≥ 0.30	Valid
	Firmness	0.871		r≥ 0.30	Valid
		0.909		r≥ 0.30	Valid
		0.825		r≥ 0.30	Valid
	Self-Confidence	0.907		r≥ 0.30	Valid
		0.896		r≥ 0.30	Valid
		0.843		r≥ 0.30	Valid
	Initiative	0.855		r≥ 0.30	Valid
		0.804		r≥ 0.30	Valid
		0.778		r≥ 0.30	Valid
	Relations With Subordinates	0.841		r≥ 0.30	Valid
		0.858		r≥ 0.30	Valid
		0.747		r≥ 0.30	Valid
Motivation	Need For Achievement	0.867		r≥ 0.30	Valid
		0.827		r≥ 0.30	Valid
		0.833		r≥ 0.30	Valid
	The Need for Affiliation	0.820		r≥ 0.30	Valid
		0.831		r≥ 0.30	Valid
		0.625		r≥ 0.30	Valid
	The Need for Power.	0.862		r≥ 0.30	Valid
		0.698		r≥ 0.30	Valid
		0.681		r≥ 0.30	Valid
kinerja	Quantity	0.846		r≥ 0.30	Valid
		0.895		r≥ 0.30	Valid
		0.828		r≥ 0.30	Valid
	Quality	0.839		r≥ 0.30	Valid
		0.895		r≥ 0.30	Valid
		0.685		r≥ 0.30	Valid
	Time	0.803		r≥ 0.30	Valid
		0.881		r≥ 0.30	Valid
		0.791		r≥ 0.30	Valid
	Service orientation	0.886		r≥ 0.30	Valid
		0.883		r≥ 0.30	Valid
		0.850		r≥ 0.30	Valid
	Integrity	0.887		r≥ 0.30	Valid
		0.920		r≥ 0.30	Valid
		0.775		r≥ 0.30	Valid
	Work commitment	0.777		r≥ 0.30	Valid
		0.883		r≥ 0.30	Valid
		0.742		r≥ 0.30	Valid

		0.850		r≥ 0.30	Valid
	Cooperation	0.926		r≥ 0.30	Valid
		0.624		r≥ 0.30	Valid

3.2.2 Instrument Reliability Test

Reliability test is a tool for measuring a questionnaire that has indicators of variables or constructs. A questionnaire is declared reliable or reliable if a person's answers to statements are consistent or stable from time to time (Ghozali, 2006). This reliability test can be used through the SPSS program which will provide facilities for measuring reliability values using the Cronbach Alpha (a) statistical test. a construct or variable is said to be reliable if it gives a value of Cronbach Alpha (a) > 0.60 (Ghozali, 2006).

3.3 Multiple Linear Regression Analysis

Multiple linear regression analysis is an analytical tool for forecasting the value of the influence of two or more independent variables on the dependent variable. Multiple linear regression is used to prove the presence or absence of the impact of two or more independent variables with one dependent variable (Ghozali, 2016).

IV. RESEARCH RESULTS AND DISCUSSION

4.1 Multivariate Regression Test Results

Based on the results of multiple regression analysis using SPSS 22, which tests the influence of work environment variables (X1), leadership (X2), motivation (X3) and employee performance (Y) at Mulia Hati Hospital can be seen in table 5.12 below

Table 4.1 Results of multiple linear regression analysis

Influence Between Variables	Standardized Coefficients	T-Value	Sig-T	Results
Work Environment	0.328	2.518	0.015	Accepted
Leadership	0.301	2.370	0.022	Accepted
Motivation	0.289	2.232	0.030	Accepted
R = 0,524 R_{sguare} = 0,274 SEE = 0,70331	F_{value} = 5.924 Sig. F = 0.002 N = 51			

4.2 Correlation Coefficient Test (R) and Determination Coefficient Test (R^2)

Based on the R-square value as listed in table 5.12 it is known that the coefficient of determination of the work environment regression results (X1), leadership (X2), motivation (X3), on employee performance (Y) is 0.524 or 52.4%. This value indicates the influence between work environment variables, leadership and motivation on employee performance. So, through this research it is known that 52.4% of changes that occur in employee performance variables are explained or caused by changes in these three variables.

Meanwhile, from the display of the output results of the SPSS model summary, the Standard error of estimate (SEE) is 0.70331, that is, the smaller the SEE value, the more precise the regression model will be in predicting the dependent variable.

4.3 Hypothesis Testing

After the correlation coefficient and regression coefficient are calculated, then the research hypothesis that has been proposed before will be proven true through hypothesis testing. Hypothesis testing starts with simultaneous testing and continues with partial testing.

4.3.1. Simultaneous Testing

H1: The Influence of The Work Environment, Leadership and Motivation on Employee Performance

The simultaneous significance test aims to prove whether the work environment, leadership and motivation together have a significant effect on employee performance. Based on the results of the F test in table 5.12, it shows a significant value of 0.002. so, the variables of work environment, leadership and motivation together have a significant effect on employee performance because the value of Sig F <0.05.

H2: The Effect of The Work Environment on Employee Performance

The results of testing the effect of the work environment on employee performance can be proven by the estimated value of the Beta coefficient of 0.328 in a positive direction. The coefficient is positive so that it means that the influence of the work environment on employee performance is unidirectional. This result is supported by a

Sig-t value of 0.015 <α 0.05. The results of hypothesis testing prove that the work environment has a positive and significant effect on employee performance.

H3: The Influence of Leadership on Employee Performance

The results of testing the influence of leadership on employee performance can be proven by the estimated value of the Beta coefficient of 0.301 in a positive direction. The coefficient is positive so it means that the influence of leadership on employee performance is unidirectional. This result is supported by a Sig-t value of 0.022 <α 0.05. The results of hypothesis testing prove that leadership has a positive and significant effect on employee performance.

H4: Motivation on Employee Performance

The results of testing the influence of motivation on employee performance can be proven by the estimated value of the Beta coefficient of 0.289 in a positive direction. The coefficient is positive so that it means that the influence between motivation on employee performance is one way. This result is supported by a Sig-t value of 0.030 <α 0.05. The results of hypothesis testing prove that motivation has a positive and significant effect on employee performance.

4.4. Discussion of Research Results

4.4.1. Influence Of Work Environment, Leadership and Motivation on Employee Performance

The results of this study note that simultaneously the influence of the work environment, leadership and motivation has a positive and significant effect on employee performance. These results indicate that the better the relationship between leaders and subordinates, both the work environment and motivation, the employee's performance increases significantly.

The results of the study show that the Mulia Hati Hospital has employees with good leadership levels accompanied by a comfortable work environment and increasing motivation, which supports the process of carrying out activities or work which can affect employee performance improvement. according to Schultz (2010: 405) the environment or working conditions are all aspects of the physical work, psychological work and work regulations that can affect job satisfaction and work productivity

In addition to the work environment, there is also leadership and motivation that can support the improvement of employee performance. According to Hasibuan (2010: 170), "Leadership is the way a leader influences the behavior of subordinates, so they want to work productively to achieve organizational goals. According to Robbins (2006), motivation determines the intensity, direction, and persistence of individuals in an effort to achieve targets.

4.4.2. The Influence of The Work Environment on Employee Performance

The results of this study note that the work environment has a positive and significant effect on employee performance. This means that an increase in the work environment can improve employee performance. Work environment variables are reflected through 5 indicators, namely air circulation, spatial planning, lighting, relations between employees and relations between employees and superiors. The 5 indicators make a positive and significant contribution to improving employee performance as reflected in Quantity, Quality, Time, Service orientation, Integrity, Work commitment and Cooperation. The findings of this study indicate that a good work environment has a significant contribution to improving employee performance.

In line with research conducted by several studies which state that the work environment has a positive and significant effect on performance, this is research by Rahayu & Dewi Puspita Fitri (2019), Arson, et al (2020), Fachreza, et al (2018).

4.4.3. The Influence of Leadership on Employee Performance

The results of this study note that leadership has a positive and significant effect on employee performance. This means that an increase in leadership can improve employee performance. The leadership variable reflected through 7 indicators namely. position as a supervisor, the need for achievement, intelligence, assertiveness, self-confidence, initiative and relationships with subordinates. The 7 indicators make a positive and significant contribution to improving employee performance as reflected in Quantity, Quality, Time, Service orientation, Integrity, Work commitment and Cooperation. The findings of this study indicate that good leadership has a significant contribution to improving employee performance.

In line with previous research which found that leadership had a positive and significant effect on performance carried out by Arif Efendi, et al (2020), Birnis and Muhammad Baihaqi (2019), Andri Kurniawan, et al (2021) and Elliya Effendi and Luis Marnisah (2019).

4.4.4. The Effect of Motivation on Employee Performance

The results of this study note that motivation has a positive and significant effect on employee performance. This means that there is an increase in motivation that can improve employee performance. The motivational

variable is reflected through 3 indicators namely. The need for achievement, the need for affiliation and the need for power. These 3 indicators make a positive and significant contribution to improving employee performance as reflected in Quantity, Quality, Time, Service orientation, Integrity, Work commitment and Cooperation. The findings of this study indicate that good motivation has a significant contribution to improving employee performance.

In line with research conducted by Aisyah Rahadi Firmayanti and Danny Ramdani (2019) and Hariman Syaleh (2019) stated that motivation has a positive and significant effect on employee performance.

V. CONCLUSIONS AND SUGGESTIONS

6.1. Conclusion

The conclusion in this study is that the variables of work environment, leadership and motivation can have a positive and significant impact on improving the performance of employees of Mulia Hati Hospital either partially or simultaneously.

6.2. Suggestion

Based on the findings and conclusions of this study, suggestions can be put forward for future researchers, as follows: For future researchers, it is hoped that they can deepen the research by adding other variables, such as work discipline, work behavior, organizational commitment and other variables that might influence employee performance.

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