

The Effect of Leadership Style, Motivation and Work Discipline on Employee Performance

Effect of Leadership
Style

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Submitted:
27 AUGUST 2024

Accepted:
22 OCTOBER 2024

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ABSTRACT

The purpose of this study was to describe, analyze and find out the most dominant influence of competence, motivation, work discipline on the performance of the employees of the "Handayati" Public Hospital in Tapin District. To analyze the problem, 30 respondents were used through the nonprobability sampling method. Data collection techniques using survey methods with closed questionnaire tools. Data analysis was performed using validity, reliability testing, descriptive analysis and multiple linear regression analysis. Data processing uses SPSS Version 22.00. The results showed that partially human resource competency (X1) did not significantly influence the performance of $0.360 < 0.05$, work motivation (X2) partially had a significant effect on the performance of $0.002 > 0.05$ and work discipline (X3) partially had an effect significant to the performance of $0,000 > 0.05$. Simultaneously independent variables (HR competence, work motivation and work discipline) significantly influence the performance of R2 (coefficient of determination) of 0.877 or 87.7% or the remaining 22.3% influenced by other factors beyond the three independent variables. Work discipline is the most dominant variable that influences the performance with a beta value of 0.806 compared to work motivation variable 0.321 and HR competency variable -0.096.

Keywords: Competence, Motivation, Work Discipline, Work Performance

ABSTRAK

Tujuan penelitian ini untuk mendeskripsikan, menganalisis dan mengetahui pengaruh paling dominan dari kompetensi, motivasi, disiplin kerja terhadap kinerja Karyawan RSUD "Handayati" Kabupaten Tapin. Untuk menganalisis masalah tersebut, maka digunakan 30 responden melalui metode nonprobabilitas sampling. Teknik pengumpulan data menggunakan metode survei dengan alat bantu kuesioner tertutup. Analisis data dilakukan dengan uji validitas, uji reliabilitas, analisis deskriptif dan analisis regresi linear berganda. Proses pengolahan data menggunakan SPSS Versi 22.00. Hasil penelitian menunjukkan bahwa secara parsial kompetensi sumber daya manusia (X1) tidak berpengaruh signifikan terhadap kinerja $0,360 < 0,05$, motivasi kerja (X2) secara parsial berpengaruh signifikan terhadap kinerja $0,002 > 0,05$ dan disiplin kerja (X3) secara parsial berpengaruh signifikan terhadap kinerja $0,000 > 0,05$. Secara simultan variabel independen (kompetensi SDM, motivasi kerja dan disiplin kerja) berpengaruh signifikan terhadap

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 12 No. 6, 2024
pp. 2201-2212
IBI Kesatuan
ISSN 2337 - 7860
E-ISSN 2721 - 169X
DOI: 10.37641/jimkes.v12i6.2935

kinerja R2 (koefisien determinasi) sebesar 0,877 atau 87,7% atau sisanya 22,3 % dipengaruhi faktor-faktor lain diluar ketiga variabel independen tersebut. Disiplin kerja merupakan variabel yang paling dominan pengaruhnya terhadap kinerja dengan nilai beta 0.806 dibandingkan dengan variabel motivasi kerja 0,321 dan variabel kompetensi SDM -0,096.

Kata kunci: Kompetensi, Motivasi, Disiplin Kerja, Kinerja Kerja

INTRODUCTION

The leadership style that is in accordance with the wishes of government agencies and the wishes of subordinates will encourage increased work for employees (Desky, 2023; Putri et al., 2024). Good performance will support the achievement of government agency goals and objectives (Ayers, 2015). However, it is often found that leaders fail to influence their subordinates to improve their performance; this can be seen from leaders not giving strict warnings or sanctions to employees or staff if employees come late. Lack of attention or direction to subordinates so that many jobs are not on time. Leaders who often arrive late and are rarely in the office make subordinates look relaxed because of lack of supervision from the leader (Glasø & Einarsen, 2006). General Hospital (*Rumah Sakit Umum/RSU*) Handayati is a private hospital that was established around 2017, one of its functions is as a health service for the community in its area. For this reason, employees are required to have motivation and provide services to the community (Mpembeni et al., 2015; Novianti & Ramli, 2023).

Superior or leadership factors can influence work motivation and can also be influenced by internal factors of the employees themselves, such as the existence of living needs that each employee must meet, the desire to get a promotion or a promotion (Novianti & Ramli, 2023; Dayanti & Nurchayati, 2023). Most employees have the motivation to carry out their duties, but so many tasks or community services are not on time. This is evident from the numerous tasks left unfinished on time and the tendency of employees to take their duties lightly, as there is no impact on their pay—whether they complete their tasks or not. This condition creates problems for leaders to provide motivation and apply discipline to employees in order to be able to carry out their work optimally. Likewise, it is necessary to create a condition that can provide satisfaction for employee needs, considering that the motivation and work discipline of the employees in question are not optimal in achieving the expected performance.

The phenomena in the background, the author is interested in conducting research on The Influence of Leadership Style, Motivation and Work Discipline on the Performance of Employees of RSU Handayati Tapin Regency. Based on the background above, this research aims to examine the impact of leadership style, motivation, and work discipline on employee performance at RSU Handayati in Tapin Regency. The study explores whether these three factors have a significant simultaneous effect on employee performance. Additionally, it seeks to understand the partial effect of each factor—leadership style, motivation, and work discipline—on employee performance individually. Finally, the research identifies which among these factors holds the dominant influence on employee performance at RSU Handayati, providing insights into the most impactful element in enhancing workplace effectiveness in this context.

LITERATURE REVIEW

Leadership is a skill that enables an individual to guide, control, and influence others' thoughts, feelings, or behaviours to achieve specific objectives (Winston & Patterson, 2006). As explained by Hasibuan (2008), leadership style reflects the methods a leader uses to impact subordinates' actions, aiming to inspire their enthusiasm for work. Motivation, on the other hand, is a personal drive that fuels an individual's desire to undertake tasks aimed at reaching set goals (Locke & Latham, 1990; Reeve, 2024). It is a crucial component in the workplace, as motivated employees are more likely to work

hard and exhibit high levels of enthusiasm, thereby achieving superior performance (Suranto & Lestari, 2014). Research on the effects of work motivation on employee performance consistently demonstrates a positive and significant relationship between the two. When employees are motivated, their performance tends to improve, benefiting the organization as a whole. The synergy between effective leadership and motivation cultivates a productive environment where employees are encouraged to perform at their best (Osborne & Hammoud, 2017). This positive relationship underscores the importance of both leadership and motivation as key drivers in enhancing employee performance and achieving organizational goals.

Work discipline is essential for achieving optimal outcomes in both formal and informal organizations. Every organization, regardless of its type, must have regulations regarding work discipline due to its significant impact on reaching organizational goals. This discipline is the framework that keeps employees aligned with the organization's standards and expectations. Fahraini & Syarif (2022); Putra & Haryadi (2022) define work discipline as a tool for managers to communicate with employees, guiding them toward desired behaviors and helping foster an environment where employees willingly follow established regulations and social norms. Through effective discipline, managers can influence employees' behaviour, creating a workplace where individuals are motivated to respect and adhere to company policies (Maryani, 2021; Kurniawan & Mahdani, 2024). This, in turn, enhances productivity and cohesion within the organization. By instilling a sense of responsibility and accountability, work discipline ensures that employees remain focused and committed to their roles, ultimately contributing to the organization's success. Consequently, fostering work discipline is not merely a procedural necessity but a strategic approach to achieving a well-organized, goal-oriented workplace culture.

According to Dessler (1999); Ramdhani (2011), performance is defined as the willingness of an individual or group to undertake and complete activities responsibly, achieving expected outcomes. Performance encompasses several key dimensions, each with its own indicators. The first dimension, Competence, includes understanding and the ability to carry out tasks. Quality and Quantity of Work are measured by accuracy, neatness, speed, and overall results. Planning involves setting targets and following guidelines effectively. The initiative is demonstrated by an employee's ability to act without waiting for orders. Problem-solving includes offering solutions and presenting creative ideas. Teamwork focuses on building cooperative networks. Interpersonal Skills emphasize maintaining positive relationships and mutual respect. Finally, Communication is marked by the effective delivery of information. Together, these dimensions form a comprehensive view of performance, highlighting the skills and attributes that contribute to successful task completion and collaborative work.

METHODS

This research is included in the scope of human resource management research. This study tests two variables, namely independent variables and dependent variables. The independent variables in this study are leadership style, motivation and work discipline, while the dependent variable is employee performance. The author conducted a study on. The object of this study was employees of the Handayati General Hospital (*Rumah Sakit Umum/RSU*) in Tapin Regency, totaling 60 people. A population is a group of people, events or anything that has certain characteristics. Another opinion states that population is the entire unit of analysis or measurement results that are limited by certain criteria (Flynn, 1990). The population in this study was employees of the Handayati General Hospital, Tapin Regency, totaling 30 people. The sampling technique used in this study was the Purposive Sampling technique. In determining the sample, the author used a questionnaire from the population, namely all employees of the Handayati General Hospital, Tapin Regency, totaling 30 people. This study was conducted on the entire population because the number of employees of the Handayati General Hospital, Tapin Regency, is relatively small, totaling 30 employees. This is

based on the expert opinion put forward by Levy & Lemeshow (2013): if the sample is less than 100, then all samples should be taken so that this study is a population study. The author conducted the research at Handayati Hospital, Pasar Keraton Street, Kupang Village, North Tapin District, Tapin Regency, South Kalimantan. The object of this research was 60 employees of Handayati Hospital, Tapin Regency.

RESULTS

Research instruments play an important role in quantitative research because the quality of the data used is largely determined by the quality of the instrument used (Wa-Mbaleka, 2020). This means that the data in question can represent and/or reflect the state of something measured in the research subject and research object. The instrument must have certain qualifications that meet scientific requirements. For instruments such as various learning achievement test tools, for example, those related to the cognitive domain and questions for questionnaires, for example, those related to issues of affection, values, and tendencies, the qualification requirements at least include aspects of validity, reliability and effectiveness of the question items.

Table 1. Validity Test

Variables	Pearson Correlation	Information
Leadership Style	0.898	Valid
	0.881	Valid
	0.893	Valid
	0.811	Valid
	0.633	Valid
	0.601	Valid
	0.515	Valid
	0.750	Valid
	0.546	Valid
	0.694	Valid
Work motivation	0.852	Valid
	0.657	Valid
	0.737	Valid
	0.792	Valid
	0.867	Valid
	0.811	Valid
	0.825	Valid
	0.585	Valid
	0.802	Valid
	0.656	Valid
Work Discipline	0.828	Valid
	0.792	Valid
	0.789	Valid
	0.818	Valid
	0.707	Valid
	0.791	Valid
	0.671	Valid
	0.689	Valid
	0.638	Valid
	0.390	Valid
Performance	0.837	Valid
	0.676	Valid
	0.836	Valid
	0.875	Valid
	0.848	Valid
	0.736	Valid
	0.647	Valid
	0.769	Valid
0.790	Valid	
	0.724	Valid

After the pretest was conducted on 10 items of the leadership style variable research questionnaire conducted by 30 respondents, a validity test was conducted using the SPSS 22.0 software for the validity test that I used using the critical factor test. The requirement used is that the Pearson correlation is greater than the critical r of 0.257, if it is less than 0.257 then the instrument points whose r correlation is less than 0.257 are considered to be dropped/not used. The results of Table 1 show that each variable in this study, such as leadership style, work motivation, work discipline, and performance, has 10 questions as measuring instruments. In the context of the leadership style variable, all questions are declared valid, which means that all of them can be used to measure the concept of leadership style in this study. The same applies to the work motivation variable; each question in this variable also meets the validity criteria, so it can be considered a valid measuring tool for seeing the level of work motivation of respondents. In the work discipline variable, the validity test shows similar results, where all questions show correlation values that exceed the r table threshold. This indicates that each question item in this variable can be used to accurately assess work discipline. Finally, for the performance variable, all questions asked are also declared valid, which means that each question can be an effective measuring tool in assessing respondent performance.

The reliability test is a tool used to measure questionnaires, which are indicators of variables or constructs (Guspatni & Kurniawati, 2018). A questionnaire is said to be reliable if a person's answer to the statement is consistent or stable over time. The reliability test that will be used in this study uses the SPSS 24 application facility, namely the Cronbach Alpha statistical test. A construct or variable is declared reliable if the Cronbach alpha value is > 0.60 . The following is a table of reliability test results:

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Information
Leadership Style (X1)	0.787	Reliable
	0.758	
	0.737	
	0.719	
	0.704	
	0.766	
	0.765	
	0.716	
	0.719	
	0.591	
Motivation (X2)	0.562	Reliable
	0.471	
	0.387	
	0.511	
	0.672	
Work Discipline (X3)	0.584	Reliable
	0.539	
	0.533	
	0.559	
	0.557	
	0.616	
Employee Performance (Y)	0.818	Reliable
	0.835	
	0.827	
	0.830	
	0.849	
	0.836	
	0.815	
	0.803	
	0.808	
0.806		

From the results of the reliability test calculations in Table 2, it is known that the Cronbach's Alpha results for each variable are more than the minimum standard of Cronbach's Alpha required, which is 0.60, so the leadership style variables (X1), motivation (X2), work discipline (X3) and employee performance variables (Y) can be said to be reliable. Meanwhile, more details regarding the data on the results of the instrument reliability test in the form of a printout can be seen in the attachment sheet. The following are the results of descriptive data analysis of the variables Leadership style, motivation, work discipline, and employee performance from 30 respondents.

Table 3. Respondents' answer results

Variable	Question	Mean
Leadership Style (X1)	My boss doesn't like to delegate his authority to subordinates.	3.67
	Every decision at Handayati Hospital is always made by the leadership.	3.20
	In every meeting with management, employees are not given the opportunity to provide suggestions or opinions.	3,13
	My leader delegates more authority to subordinates	3.30
	In carrying out every job, I mostly make my own decisions	3.43
	In meetings and at work, I am free to give suggestions and opinions.	3.10
	In carrying out activities, in my opinion, the leadership's authority is not absolute.	3.30
	When in meetings, every decision is made together between the leadership and all employees.	3.67
	In every meeting, the management gives employees the opportunity to provide suggestions and opinions.	3.43
	Every time there is a meeting or gathering, I can convey suggestions and input well.	3.23
Motivation (X2)	I like challenges in work	3.40
	I have a strong drive to carry out tasks quickly.	3.47
	I have a strong drive to provide maximum work results so that I can complete the work well and responsibly.	3.67
	I always try to improve my work performance.	3.60
	In the work team, I try to improve performance according to the position that has been determined.	3.37
	I always strive to create a work environment that supports the implementation of tasks.	3.50
	The leader always gives me awards whenever I can do my job well and exceed the specified targets.	3.27
	I always try to build harmonious relationships with co-workers.	3.63
	I always try to think positively about criticism and suggestions given by colleagues.	3.43
	I am always enthusiastic about carrying out work together with my colleagues.	3.40
Work Discipline (X3)	I try to be present at the office every day.	3.70
	I always wake up early so I'm not late and get to work on time.	3.47
	I do my work, always concentrated and with great attention to detail.	3.80
	When I start every job, I always do it with full calculation and according to plan.	3.93
	In my work I always do it according to the rules and guidelines.	3.37
	I am required to obey the rules in force in the office.	3.40
	I do all office work to completion and responsibility	3.47
	I always maintain and uphold the norms that apply in the office.	3.07
	My work atmosphere is always harmonious and full of family.	3.33
	As colleagues in the office, always respect and honor each other.	3.10
Employee Performance (Y)	I always maintain and uphold the norms that apply in the office.	3.47
	I always maintain and uphold the norms that apply in the office.	3.47
	I always maintain and uphold the norms that apply in the office.	3.50
	I always maintain and uphold the norms that apply in the office.	3.47
	I always maintain and uphold the norms that apply in the office.	3.33
	I always maintain and uphold the norms that apply in the office.	3.17
	I always maintain and uphold the norms that apply in the office.	3.43
	I always maintain and uphold the norms that apply in the office.	3.50
	I always maintain and uphold the norms that apply in the office.	3.57
	I always maintain and uphold the norms that apply in the office.	3.23

From the 10 questions, several findings were found regarding leadership style, motivation, work discipline, and employee performance. In leadership style, questions 1 and 8 obtained the highest average score (3.67), indicating that leaders have given tasks according to procedures and involved employees in decision making. However, question 6 obtained the lowest score (3.10), indicating that leaders have not fully motivated employees. Overall, the average score of leadership style is 3.34. In motivation, question 3 obtained the highest score (3.67), reflecting that bonus are sufficient to motivate employees. However, question 7 obtained the lowest score (3.27), indicating that the rewards given by leaders are not as expected. The average motivation is 3.47. In work discipline, question 4 obtained the highest score (3.93), indicating that employees have planned their work well. However, question 8 obtained the lowest score (3.07), indicating a lack of awareness of office norms. The average work discipline is 3.46. In performance, question number 9 obtained the highest score (3.57), indicating that employees carry out work on time. However, question number 6 obtained the lowest score (3.17), indicating a lack of awareness in preparing work programs. The average performance was 3.41.

Normality test is useful to find out whether the collected data is normally distributed or taken from a normal population. The classical method in testing data normality is not too complicated. Based on the empirical experience of several statisticians, data that is more than 30 numbers ($n > 30$), can be assumed to be normally distributed and is usually referred to as a large sample. However, to provide certainty, the data owned is normally distributed or not, it is better to use a normality statistical test. Because it is not certain that data that is more than 30 can be guaranteed to be normally distributed, and vice versa, data that is less than 30 is not necessarily not normally distributed, so proof is needed. Statistical tests of normality that can be used include Kolmogorov Smirnov.

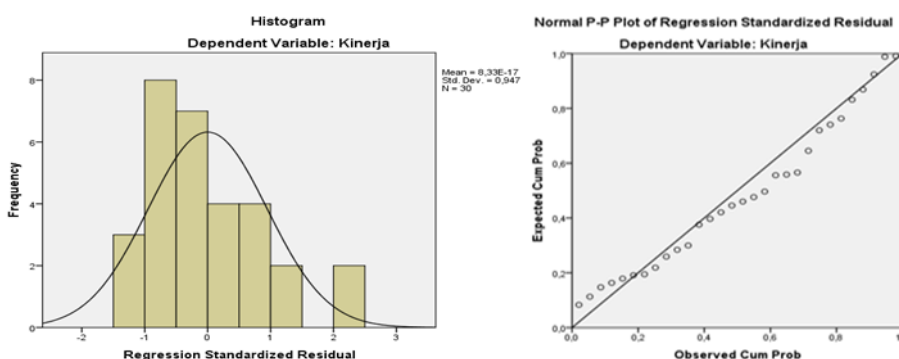


Figure 1. Histogram and Normal P-P Plot Normality Test Graph

The residual data is normally distributed, this is indicated by the data distribution that is bell-shaped and does not deviate to the left or right. Normal P-P Plot shows points that follow the data along the normal line, this means that the residual data is normally distributed.

Multicollinearity test is used to detect linear relationships between independent variables in a regression model. The prerequisite for a regression model is the absence of multicollinearity. Testing methods Variance Inflation Factor (VIF) values, comparison of individual determination coefficients (r^2) with R^2 , and eigenvalues and condition indices. In this discussion, multicollinearity tests are carried out with VIF and comparison of r^2 with R^2 . According to Aditya & Santoso (2011), if VIF is more than 5, it means that the variable is experiencing multicollinearity with other variables in the regression model.

Table 4. Multicollinearity Test

Model	Un-std. Coef. B	Un-std. Coef. Std. Error	Std. Coef. Beta	t	Sig	Tolerance	VIF
(Constant)	-2.072	4.966		-0.417	0.680		
Leadership	-0.164	0.124	-0.139	-1.328	0.196	0.829	1.206
Motivation	0.351	0.094	0.378	3.725	0.001	0.883	1.132
Work Discipline	0.861	0.121	0.744	7.136	0.000	0.837	1.194

The Variance Inflation Factor (VIF) value of the three variables, namely Leadership Style 1.198, Work Motivation 1.032 and Work Discipline 1.899 is smaller than 5 so it can be assumed that there is no multicollinearity problem between the independent variables. The regression between the variables of leadership style competency, motivation, and work discipline on employee performance can be described in data processing with the R2 figure (determination coefficient) of 0.877. This shows that the magnitude of the variation that provides a joint influence between the variables of human resource competency, motivation, and work discipline on performance is 87.7% or the remaining 22.3% is influenced by other factors outside the three independent variables.

Table 5. Multiple Regression Equation Test

Model	Un-std. Coef. B	Un-std. Coef. Std. Error	Std. Coef. Beta	t	Sig	Tolerance	VIF
(Constant)	2.940	3.739		0.468	0.644		
Leadership	0.698	0.283	0.816	7.483	0.000	0.816	1.000
Motivation	-0.682	0.358	0.942	8.83	0.000	0.942	1.000
Work Discipline	0.963	0.355	1.23	3.52	0.000	1.23	1.000

The regression equation is obtained as follows: $Y = 2.940 + 0.698 X_1 - 0.682 X_2 + 0.963 X_3$ where if the variables Leadership Style, Motivation, and work discipline are assumed to remain constant, employee performance will increase by 2.940. The Leadership Style coefficient value of 0.698 states that if there is an increase of 1 score for Leadership Style, it will be followed by an increase in employee performance of 0.698. The motivation coefficient value shows a figure of -0.682. The regression value of the motivation variable is negative, this states that each motivation is not directly proportional or not in the same direction as employee performance. The work discipline coefficient value shows a figure of 0.963. states that if there is an increase of 1 score for work discipline, it will be followed by an increase in employee performance of 0.963.

Table 6. F Value Calculation

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	784.027	4	196.007	23.697	.000 ^b
Residual	248.144	30	8.271		
Total	1032.171	34			

a. Dependent Variable: Performance

b. Predictors: (Constant), leadership style, motivation, work discipline

Judging from Table 6, it shows that F Calculation is 23.697 and $F_{Table} 2.69$ using a significant level (confidence level) of 5%, it is stated that $F_{Calculation} > F_{Table}$ so H2 is accepted. The origin of the test decision taken is H_0 is rejected and H_a is accepted. This means that the independent variables consisting of leadership style (X_1), motivation (X_2), and work discipline (X_3) have a significant effect simultaneously on Employee Performance (Y).

Through Partial testing, it can be known whether the variables consisting of Leadership Style (X1) Motivation (X2) Work Discipline (X3) have a partial effect on Employee Performance (Y), namely by comparing the t Calculation value with the t Table at a significance level (confidence level) of 5%. If the t Calculation value is greater than the t Table value, the effect is significant. In addition, the magnitude of the effect of each independent variable on the dependent variable can be seen. To find out the t Calculation value and partial r can be seen in the following table. Based on the calculation of the t Calculation value in the table above, it can be seen that among the independent variables, there is a partial effect and it can be tested statistically, where it can be seen that leadership style (X1) has a partial effect on Employee Performance (Y), this can be seen from the table where t Calculation $2.464 > t$ Table 1.697 so that the results show a significant effect. The magnitude of the contribution of the leadership style variable (X1) to Employee Performance (Y) in this study can be seen from the table above with a partial r value of 0.579 , which means that the leadership style variable (X1) has a significant effect on the Employee Performance variable (Y) with a significance value of 0.020 , which is smaller than the reality level of 0.05 or 5% .

Motivation (X2) partially does not have a significant effect on Performance (Y) this can be seen from the table where t Calculation $-1.907 < t$ Table 1.697 so that the results show an insignificant effect. The magnitude of the contribution of the Motivation variable (X2) to Performance (Y) in this study can be seen from the table above with the amount of partial r of -0.318 which means that the Motivation variable (X2) does not contribute to the Performance variable (Y) with a significant value of 0.066 greater than the reality level of 0.05 or 5% . Work Discipline (X3) partially has a significant effect on Performance (Y) this can be seen from the table where t Calculation $2.710 > t$ Table 1.697 so that the results show a significant effect. The magnitude of the contribution of the Work Discipline variable (X3) to Performance (Y) in this study can be seen from the table above with a partial r of 0.618 , which means that the Technical Competence variable (X3) contributes to the Employee Performance variable (Y) with a significant value of 0.011 , which is smaller than the reality level of 0.05 or 5% .

To find out the dominant variables of leadership style (X1) motivation (X2) work discipline (X3) on Employee Performance (Y), it must be known how much contribution is given by each variable. Because for the dominance test, the SPSS application will automatically eliminate variables that are considered insignificant. Therefore, to find out how much Beta value is produced by each variable by looking at the contribution results for each variable X1, X2, X3. From the results of the dominance test analysis, the Pearson Correlation value is obtained consisting of leadership style (X1) motivation (X2) work discipline (X3) which shows the Beta value. The following is the contribution of each variable to determine the Beta value X 1: 0.698 . X 2: -0.682 , and X 3: 0.963 . From the beta value above, it can be concluded that the work discipline variable (X3) with a total value of 0.963 is greater than the value of variables X 1, and X 2, so that the resulting correlation is grouped into $0.41-0.70$ with the criteria of strong closeness correlation. From these results, H3 can be said to be unproven because the personality competency variable (X1) was not proven to have a dominant influence on employee performance.

CONCLUSION

The analysis reveals that leadership style, work motivation, and work discipline collectively have a significant impact on the performance of General Hospital (*Rumah Sakit Umum*/RSU) Handayati employees. This conclusion is based on the coefficient of determination, which measures how well these variables contribute to employee performance at the hospital. Unfortunately, while all three factors affect performance collectively, their individual effects vary. The study finds that leadership style alone does not significantly influence employee performance. In contrast, both work motivation and work discipline individually show a positive and significant impact on performance. These findings highlight that while effective leadership might provide general guidance

and support, it does not directly boost performance levels among employees at RSU Handayati as much as motivation and discipline do. Moreover, the study identifies work discipline as the most influential factor in improving employee performance. This implies that maintaining a disciplined work environment is crucial for optimal productivity among staff members at RSU Handayati. Employees who are disciplined in their work routines and responsibilities are likely to achieve higher levels of performance, suggesting that organizational focus on discipline could lead to better outcomes. In conclusion, RSU Handayati's management can enhance employee performance most effectively by prioritizing initiatives that strengthen work discipline and motivation. While leadership style plays a role in shaping the work environment, direct performance benefits are more strongly driven by the personal motivation and discipline of the employees themselves.

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