

## THE INFLUENCE OF LEADERSHIP STYLE, AND MOTIVATION WORK ENVIRONMENT ON EMPLOYEE WORK ACHIEVEMENT ENDKU HAJI DAUD HOSPITAL PROVINCE OF RIAU ISLANDS

Herry Hariansyah<sup>1</sup>, Indrayani<sup>2</sup>, Bambang Satriawan<sup>3</sup>, Ngaliman<sup>4</sup>, Chablullah Wibisono<sup>5</sup>

Faculty of Economics, University of Batam

E-mail: [herryhar.kepriprov@gmail.com](mailto:herryhar.kepriprov@gmail.com)

### Abstract

*This research was conducted to determine the effect of leadership style, motivation, and work environment on employee work performance at Engku Haji Daud Hospital, Riau Islands Province. The sample in this study were 20 employees. The data collection technique used in this study was a questionnaire. The results showed that: 1) There is a positive effect of style Leadership on Employee Work Performance, There is a positive influence and motivation on Employee Work Performance and there is a positive influence on the Work Environment on Employee Work Performance.*

**Keywords:** *Leadership Style, Motivation, Work Environment, Employee Work Performance*

### 1. INTRODUCTION

In an era of increasingly fierce global competition, employee performance is required to continue to increase. To improve employee work performance can be done by evaluating and making a series of improvements in order to always improve the quality of employee work (Riyadi, 2011). Employee performance is very important in determining the progress of a company. This is an obligation for a leader to be able to create an atmosphere that can support the creation of high work performance from employees. The work performance of each employee can be measured by looking at the quality and quantity of work he has done (Baharuddin, 2006). The efforts made by employees also have an important impact in optimizing work performance appraisals and encouraging employees to be better at increasing work motivation that is useful for the company (Rokhmawati, 2013). Motivation is able to encourage employees to have the desire to work hard, excel and succeed in a work environment. The work environment plays a role in the quality of the work performance of employees. If the work environment is comfortable and communication between employees runs smoothly, it can be ensured that the resulting performance will be maximized so as to increase employee productivity effectively and efficiently (Fauziah, 2012).

Everyone has a different leadership style. Leadership style cannot be separated from the strengths and weaknesses of each, where each leadership style has a positive or negative impact on employee work performance. Therefore, a leader must be able to regulate and determine his relationship with his subordinates so that it has a positive or good impact on the organization (Plangiten, 2013). The success of the organization depends on how a leader can apply the appropriate leadership style and be able to solve problems that arise. For example, the ability of a leader to make decisions and to be responsible and willing to take risks. For this reason, in increasing employee work productivity, it is influenced by a leader, where the leader plays an active role in the progress of an organization (Munparidi, 2012).

This study aims to (1) determine how much influence the leadership style has on employee job performance at the Engku Haji Daud Hospital, Riau Islands Province. (2) to find out how much influence motivation has on Employee Work Performance at Engku Haji Daud Regional Hospital,

**THE INFLUENCE OF LEADERSHIP STYLE, AND MOTIVATION WORK ENVIRONMENT ON  
EMPLOYEE WORK ACHIEVEMENT ENKGU HAJI DAUD HOSPITAL  
PROVINCE OF RIAU ISLANDS**

Herry Hariansyah, Indrayani, Bambang Satriawan, Ngaliman, Chablullah Wibisono

---

Riau Islands Province. (3) knowing how much influence the work environment has on employee work performance at the Engku Haji Daud Hospital, Riau Islands Province.

## **2. LITERATURE REVIEW**

### **2.1 Leadership Style**

Kartono (2002) explains that "leadership style is a way of working and behaving as a leader in guiding his subordinates to do something". leadership style is the trait and behavior of the leader that is applied to his subordinates to guide his subordinates in carrying out work.

Types of Leadership Style

This theory was developed by Robert House as quoted by Wirjana and Supardo (2005), which reveals that a leader uses a leadership style that depends on the situation:

a. Directive Leadership

The leader gives specific advice to the group and establishes ground rules. b. Supportive Leadership There is a good relationship between the leader and the group and shows sensitivity to the needs of members.

b. Participatory Leadership

The leader makes decisions based on consultation with the group, and shares information with the group.

c. Achievement Orientation Leadership

The leader sets members against goals that challenge, and encourage high performance, while demonstrating confidence in the ability of the group.

### **2.2 Motivation**

According to Malthis (2006), motivation is a desire in a person that causes that person to act. Usually people act for a reason to achieve a goal. Understanding motivation is very important because performance, reactions to compensation and other human resource issues are influenced and affect motivation. Approaches to understanding motivation vary, as different theories develop their own views and models.

The theory of human motivation developed by Malthis (2006) classifies human needs into five categories which rise in a certain order. Until the more basic needs are met, a person will not make an effort to meet the higher needs. Maslow's famous hierarchy consists of physiological needs, the need for safety and security, the need for togetherness, compassion, and the need for self-actualization. A person's needs are the basis for a motivational model. A need is a deficiency that is felt by a person at a certain time which creates tension that causes desire. Employees will try to cover their shortcomings by carrying out activities that are better at carrying out their work. By doing more and better activities, employees will get better results so that their desires can be fulfilled. Desires that arise in employees can come from within themselves or from outside themselves, both from within their work environment and from outside their work environment.

### **2.3 Work Environment**

In addition to the factors of leadership style and work motivation, the work environment in which these employees work is equally important in improving employee performance. Where the work environment is the material and psychological conditions that exist in the organization. Therefore the organization must provide an adequate work environment such as a physical work

environment (color, lighting, good air exchange, a comfortable atmosphere, freedom of movement, security and cleanliness), as well as a non-physical work environment (work structure, work responsibilities, attention and support from leaders, cooperation between groups, and smooth communication). A good work environment can support work implementation so that employees have enthusiasm for work and improve employee performance (Sedarmayanti, 2001).

The work environment also determines employee performance in realizing organizational goals. The work environment is everything that is around the employees and can affect the employees themselves in carrying out the tasks assigned to them by the leadership (Nitisemito, 2008). A good work environment is characterized by adequate work equipment or facilities, a conducive work atmosphere and a conducive workplace environment that really helps make employees feel at home to work so that with the work environment conditions as described above, employees are expected to improve their performance in order to achieve their goals. organization that has been outlined and defined previously. This is in accordance with the opinion of Sarwoto (2009) who states that there are various factors that affect the work environment in which an activity is carried out, namely equipment and facilities, a work atmosphere (nonphysical working environment) and a work environment (physical working environment).

## 2.4 Employee Work Performance

According to Baharuddin (2006), Employee Work Performance is a result of work achieved by an employee in carrying out tasks assigned to him based on experience, sincerity and time. Job performance is influenced by several factors, among others, (1) an individual's ability which is a person's ability to complete a job or assignments given by the leader, (2) An understanding of the behavior required to achieve high achievement is called role perception. Employee Work Performance is always influenced by Work Motivation and work ability. Employee work performance can be measured by (1) quality of work, which includes accuracy and neatness in carrying out the tasks assigned by the leadership; (2) quantity of work which includes the amount of work produced, and (3) working time which includes the speed and accuracy of employees in carrying out tasks.

## 3. IMPLEMENTATION METHOD

The independent variable in this study is Leadership Style, Motivation and Work Environment, while the dependent variable is Employee Work Performance. The instrument in this study was a questionnaire, the scale used in this study was the Likert scale. In this study, the Likert scale uses 5 alternative answers available in the questionnaire, namely strongly disagree, disagree, disagree, agree, and strongly agree. The highest score used for the assessment of the questionnaire is 5 and the lowest score is 1. To identify the tendency of the variable to use the calculation of the number of class intervals which are grouped into three categories, namely low, medium and high.

The population in this study were 115 employees who worked at the Engku Haji Daud Hospital, Riau Islands Province. The sampling technique was carried out by means of systematic random sampling. This method is done by sorting the numbers of all members of the population in a list and then taking as many sample members as needed by taking individual serial numbers systematically.

To determine the number of research samples using the Slovin formula with the following formula.

**THE INFLUENCE OF LEADERSHIP STYLE, AND MOTIVATION WORK ENVIRONMENT ON EMPLOYEE WORK ACHIEVEMENT ENGKU HAJI DAUD HOSPITAL PROVINCE OF RIAU ISLANDS**

Herry Hariansyah, Indrayani, Bambang Satriawan, Ngaliman, Chablullah Wibisono

$$n = \frac{N}{1+Ne^2}$$

Where:

- n : sample size
- N : population size
- e : percent leeway inaccuracy due to tolerable errors in sampling, which is 10%

The result obtained based on the formula above is 53.24 (rounded to 53). To obtain a sample of 53 people, researchers distributed 53 questionnaires.

#### 4. RESULTS AND DISCUSSION

##### 4.1 Validity and Reliability Test

The results of validity and reliability testing for each variable have been proven in the validity test results showing the corrected item total correlation value which is above the r table value for n = 53, namely 0.2284. Thus, the items in each of these variable concepts are declared valid in statistical testing and the results of reliability testing show that each variable shows an Alpha value which is above the value of 0.6 (reliability limit value). Thus, each of these variable concepts is declared reliable in statistical testing.

##### 4.2 Classic Assumption Test

A good regression model must be free from the problems of classical assumptions. The results of the normality test indicate a normal data distribution. This is indicated by the Kolmogorov-Smirnov test which shows the results which have a significance level of 0.520 which is above 0.05. Based on the results of data normality testing, it can be concluded that the regression model in this study is free from the problem of classical assumptions and is good to use.

Autocorrelation test results obtained information that all independent variables have a significant value above 0.05. Based on the results of autocorrelation testing, it can be concluded that the regression model in this study is free from the problem of classical assumptions and is good to use.

##### 4.3 Hypothesis Test

Researchers tested the hypothesis using multiple regression analysis to see the positive influence between Leadership Style, Motivation and Work Environment together on employee work performance at Engku Haji Daud Hospital, Riau Islands Province, if the significance value is ≤ 0.05. The test results are shown in the following table.

**Table 1** Test Table F  
ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	258.917	3	86.306	20.553	.000 <sup>b</sup>
	Residual	205.762	49	4.199		
	Total	464.679	52			

a. Dependent Variable: Prestasi\_Kerja



b. Predictors: (Constant), Work\_Environment, Leadership\_style, Motivation

Based on the results of the regression test (F test), it can be seen that the significance is  $0.000 \leq 0.05$  so that the hypothesis is accepted or in other words there is an influence of Leadership Style, Motivation and Work Environment on Employee Work Performance. Judging also from the comparison between f count and f table shows that f count 20.553 is greater than f table 3.18 so it shows that there is a significant influence on Leadership Style, Motivation and Work Environment together on employee work performance in Engku Haji Daud Provincial Hospital. Riau islands.

**Table 2** Test Table t  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.235	3.237		-.073	.942
Leadership_style	.244	.107	.254	2.284	.027
Motivation	.192	.084	.271	2.291	.026
Work_Environment	.445	.117	.413	3.794	.000

Based on the results of the regression test (t test), also seen from the comparison between t count and t table shows that there is a positive influence of Leadership Style on Employee Work Performance t count > t table and there is a positive influence on Work Motivation on Employee Work Performance t count > t table and there is a positive influence of work environment on employee performance t count > t table.

**Table 3** Determination Coefficient Table  
Model Summary

Model	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746 <sup>a</sup>	.557	2.049

a. Predictors: (Constant), Work\_Environment, Leadership\_style, Motivation

Based on the coefficient of determination R square shows a large value of 0.557. These results indicate that 55.7% of variations in the level of leadership style, motivation and work environment on employee performance. This shows that the hypothesis is accepted or in other words, how much influence the Leadership Style, Motivation and Work Environment collectively on Employee Work Performance at Engku Haji Daud Hospital, Riau Islands Province.

Based on the results of hypothesis testing above, it can be concluded that the Leadership Style on Employee Work Performance and Work Motivation on Employee Work Performance, Work Environment on Employee Work Performance has a positive and significant influence. This explains that the better the Leadership Style, Motivation and Work Environment possessed by employees will affect employees to obtain high work performance. Leaders must be able to communicate well with subordinates so as to generate work motivation in carrying out their duties and responsibilities to achieve organizational goals. If motivation is high, good work performance and giving rewards or appreciation to employees as a form of positive motivation will increase employee work performance which can be measured from the quality, quantity and working time.

**THE INFLUENCE OF LEADERSHIP STYLE, AND MOTIVATION WORK ENVIRONMENT ON  
EMPLOYEE WORK ACHIEVEMENT ENGKU HAJI DAUD HOSPITAL  
PROVINCE OF RIAU ISLANDS**

Herry Hariansyah, Indrayani, Bambang Satriawan, Ngaliman, Chablullah Wibisono

---

## 5. CONCLUSION

The conclusions from this research are:

1. There is a positive and significant influence of Leadership Style on Employee Work Performance at Engku Haji Daud Hospital, Riau Islands Province, this can be shown  $t_{count} 2.284 > t_{table} 1.299$  at a significant level of 10%.
2. There is a positive and significant influence of motivation on Employee Work Performance at Engku Haji Daud Hospital, Riau Islands Province, this can be shown  $t_{count} 2.291 > t_{table} 1.299$  at a significant level of 10%.
3. There is a positive and significant influence of the Work Environment on Employee Work Performance at Engku Haji Daud Hospital, Riau Islands Province, this can be shown  $t_{count} 3,794 > t_{table} 1,299$  at a significant level of 10%.

## REFERENCES

- Baharuddin, A. (2006). The Effect of Training, Compensation and Work Discipline on Employee Performance. *Journal of Profit*, 6 (2), 56-68.
- Fauziah, H. (2012). The Influence of Incentives and Work Motivation on Employee Performance. *Organization and Management*, 2 (1), 54-66.
- Kartono, Kartini. (2002) *Leaders and leadership*. Jakarta, Rajawali Press, 62.
- Munparidi. (2012). The Influence of Leadership, Motivation, Training, and Work Environment on Employee Performance. *Journal of Business Oration*, VII (2), 47-50.
- Malthis. 2006. *Human Resource Management*. Four Salemba. Jakarta, 114.
- Nitisemito, Alex, 2008 Yogyakarta, 183. *Ghalia Personnel Management*. Indonesia. UGM,
- Plangiten, P. (2013). Leadership Style and Work Environment Influence on Employee Job Satisfaction. *EMBA Journal*, 1 (4), 2155-2166.
- Riyadi, S. (2011). The Effect of Financial Compensation, Leadership Style, and Work Motivation on Employee Performance. *Management and Entrepreneurship*, 13 (1), 40-45.
- Rokhmawati, P. (2013). Analysis of Employee Performance Assessment. *Journal of Management Dynamics*, 4 (1), 23-29.
- Sarwoto, 2009. *Organizational Basics*, CV, Alfabeta, Bandung, 131.
- Sedarmayanti, 2001. *Work Productivity*, CV, Mandar Maju, Bandung, 21.
- Wirjana, Bernadine R., and Susilo Supardo. (2005) *Leadership, basics and development*. Yogyakarta, CV. Andi Offset, 49.