

THE IMPACT OF LEADERSHIP ON EMPLOYEE PERFORMANCE AT MUTIA SARI GENERAL HOSPITAL BENGKALIS REGENCY

Muhammad Erwin Soaduan Pohan^{1*}

Institut Agama Islam, Edi Haryono Madani Riau

E-mail: Muhammaderwin932@gmail.com^{1*}

Received : 20 September 2025	Published : 30 October 2025
Revised : 01 October 2025	DOI : https://doi.org/10.54443/morfai.v6i2.4989
Accepted : 15 October 2025	Publish Link : https://radjapublika.com/index.php/MORFAI/article/view/4989

Abstract

This study aims to determine the effect of leadership style on employee performance at Mutia Sari General Hospital in Bengkalis Regency. The method used is quantitative with data collection techniques through questionnaires to several employees of Mutia Sari General Hospital. Data analysis was carried out using validity, reliability, normality tests, simple linear regression, hypothesis testing, determination tests (R^2), and t-tests. The results of the validity and reliability tests indicate that all research instruments are valid and reliable. The results of the normality test prove that the data are normally distributed. The results of simple linear regression and hypothesis testing indicate that leadership style has a positive effect on employee performance. The coefficient of determination (R^2) value of 0.939 indicates that job training contributes 93.9% to improved performance, while the rest is influenced by other factors. The t-test produces a significant value (Sig. > 0.05), so it can be concluded that leadership style has a significant effect on employee performance at Mutia Sari General Hospital. Thus, leadership style is an important factor in improving employee performance.

Keywords: *Leadership Style, Employee Performance, General Hospital.*

INTRODUCTION

Human Resource Management is fundamentally a central factor in the management of an organization. To achieve its objectives, an organization requires human resources as the managers of its systems. Competent human resources with good performance can support business success. Conversely, human resources that are not competent and have poor performance constitute a competitive problem that can place a company in a disadvantaged position. In an era of increasingly intense business competition, employee performance is required to continuously improve. The success of an organization is strongly influenced by the performance of its individual employees. Every organization or company will always strive to improve employee performance, with the expectation that organizational goals can be achieved. One of the ways companies attempt to improve employee performance is through the leadership style of their superiors. According to Sutrisno (2014:5), human resource management is the utilization, development, appraisal, compensation, and management of individual members of an organization or groups of workers. Meanwhile, according to Dessler, human resource management can be defined as a set of policies and practices required by individuals who manage the “people” or human resource aspects of a managerial position, including recruitment, selection, training, compensation, and performance appraisal.

Leadership is an activity aimed at influencing the behavior of others or the art of influencing human behavior, both individually and in groups. One important thing to note is that leadership does not have to be limited by bureaucratic rules or etiquette. Leadership can occur anywhere and at any time, as it may emerge naturally based on a leader's ability to influence the attitudes and actions of others in order to achieve objectives. This view is in line with the opinion of Sondang P. Siagian (2013:36), who states that the achievement of organizational goals is determined by the methods and implementation carried out by leaders or superiors in coordinating their members to perform activities. A leadership style that fails to consider the welfare of its members can lead to low work productivity. Therefore, leadership style must be able to influence and change the attitudes, actions, and behavior of members so that organizational goals can be achieved. This is consistent with the opinion of Ranupandojo (2012:224), who states that leadership style is behavior designed to align individual or group goals with organizational goals. The essence of an organization lies in human beings and cooperation within an organizational structure that creates a division of tasks and positions and establishes limits on individual freedom within the

organization. Therefore, Handoko (2013:5) emphasizes that recognition of the importance of the workforce unit within an organization is essential, as human resources are a vital element in achieving organizational objectives. Performance is the result of work, both in terms of quality and quantity, that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to them. To achieve the goals of an organization or division within a company, performance becomes the benchmark for goal attainment. Therefore, it can be concluded that human resource performance refers to work achievement or results, both in quality and quantity, achieved by human resources within a certain period in carrying out their duties in accordance with the responsibilities assigned to them. According to Mangkunegara (2012:67), employee performance is the result of work in terms of quality and quantity achieved by an employee in performing their tasks in accordance with the responsibilities assigned to them. Meanwhile, Kasmir (2016:182) defines employee performance as the work results and work behavior that have been achieved in completing tasks and responsibilities within a certain period. A good improvement in employee performance cannot be separated from the role of a leader within a company. One of the major challenges frequently faced by leaders is how to mobilize their subordinates so that they are always willing and prepared to exert their best abilities for the benefit of the group or the organization.

LITERATURE REVIEW

Human Resources (HR) are one of the most essential elements in an organization and cannot be separated from either institutions or companies. Human resources play a decisive role in determining organizational development, as they function as drivers, thinkers, and planners in achieving organizational goals. Employees are not merely viewed as resources, but as valuable assets or human capital that can be developed and enhanced to increase organizational performance. The concept of human resources can be understood from two perspectives: micro and macro. From the micro perspective, human resources refer to individuals who work as members of an organization, such as employees or workers. From the macro perspective, human resources refer to the working-age population of a country, whether employed or unemployed. Overall, human resources are individuals who act as organizational assets that must be continuously trained and developed to support organizational success.

2.1 Employee Performance

Employee performance refers to the work results achieved by individuals or groups in completing assigned tasks based on their abilities, experience, effort, and time (Hasibuan, 2012). Performance reflects the extent to which employees fulfill their responsibilities in accordance with predetermined standards and objectives. Mangkunegara (2016) defines performance as the quality and quantity of work outcomes achieved by employees in carrying out their duties. In general, performance represents a key factor in determining task achievement, as it reflects work results in both qualitative and quantitative terms within a specified period. Therefore, employee performance is a crucial indicator of organizational effectiveness and goal attainment.

2.2 Objectives and Benefits of Performance Appraisal

Performance appraisal is conducted to evaluate and develop employee performance. From an evaluative perspective, appraisal provides management with accurate information for decision-making related to promotion, demotion, compensation, and termination. From a developmental perspective, performance appraisal aims to improve future employee performance by identifying strengths and areas for improvement. For organizations, performance appraisal plays an important role in supporting human resource management decisions, including training needs analysis, recruitment, placement, promotion, and reward systems. Thus, performance appraisal contributes to the effective management and development of human resources.

2.3 Leadership Style

Leadership is the process by which a leader influences and motivates others to achieve organizational goals. It involves guiding, directing, and inspiring individuals or groups to work cooperatively toward shared objectives. Leadership reflects a leader's ability to influence behavior and encourage voluntary participation from subordinates (Nanjundeswaraswamy & Swamy, 2014).

2.4 Indicators of Leadership Style

Leadership style can be measured through several key indicators, including:

1. Telling, where leaders provide clear instructions and define employee roles.
2. Selling, where leaders combine task direction with supportive interaction.

3. Participating, where leaders involve employees in decision-making processes.
4. Delegating, where leaders grant authority and responsibility to employees with minimal supervision.

These leadership approaches reflect how leaders adapt their behavior to influence employee performance effectively.

2.5 Research Framework

This study examines the relationship between leadership style as the independent variable (X) and employee performance as the dependent variable (Y).

LEADERSHIP STYLE (X) → EMPLOYEE PERFORMANCE (Y)

2.6 Hypothesis

Based on the problems that have been raised, namely the slowness in addressing existing employee problems or criticisms and supported by relevant theories, the following hypothesis can be made: It is suspected that leadership style has a significant effect on employee performance at Mutia Sari Duri General Hospital

METHOD

This study employed a quantitative research approach to examine the effect of leadership style on employee performance at Mutia Sari General Hospital, Bengkalis Regency. The quantitative method was chosen because it allows for objective measurement and statistical analysis of the relationship between variables.

3.1 Research Design

The research design used in this study was descriptive and explanatory, aiming to explain the causal relationship between the independent variable, namely Leadership Style (X), and the dependent variable, Employee Performance (Y).

3.2 Population and Sample

The population of this study consisted of all employees of Mutia Sari General Hospital. The sampling technique used was total sampling, in which all employees who met the research criteria were included as respondents. A total of 74 employees participated in this study.

3.3 Data Collection Technique

Data were collected using a structured questionnaire distributed directly to the respondents. The questionnaire was designed using a Likert scale to measure respondents' perceptions of leadership style and employee performance. The indicators of leadership style included telling, selling, participating, and delegating, while employee performance indicators measured quality, quantity, and timeliness of work.

3.4 Research Instrument Testing

Before data analysis, the research instruments were tested for validity and reliability. Validity testing was conducted using correlation analysis between item scores and total scores, while reliability testing was conducted using Cronbach's Alpha. The results showed that all questionnaire items were valid and reliable.

3.5 Data Analysis Technique

Data analysis was carried out using statistical methods with the help of SPSS software. The analysis included:

1. Validity Test
2. Reliability Test
3. Normality Test
4. Simple Linear Regression Analysis
5. Hypothesis Testing (t-test)
6. Coefficient of Determination (R²)

The normality test was conducted to ensure that the data were normally distributed before applying parametric statistical tests. Simple linear regression analysis was used to determine the effect of leadership style on employee performance.

RESULTS AND DISCUSSION

4.1 Validity Test Results

a. Leadership Style

No	Indicator	Correlation with Total (r)	Sig. (2-tailed)
1	Supervisor always provides clear instructions	0.985	0.000
2	Supervisor frequently directs work procedures	0.957	0.000
3	Supervisor offers help and support when difficulties arise	0.964	0.000
4	Supervisor explains tasks firmly while providing motivation	0.879	0.000
5	Supervisor involves employees in work-related decisions	0.883	0.000
6	Supervisor encourages participation in team discussions	0.883	0.000
7	Supervisor gives full trust to complete tasks independently	1.000	0.000
8	Supervisor delegates authority in certain decisions	1.000	0.000

The validity test results indicate that all indicators of the Leadership Style variable have very strong correlation values with the total score ($r > 0.85$) and are statistically significant ($p < 0.01$). This demonstrates that each indicator consistently represents the leadership style construct. According to Ghazali (2015), a correlation value greater than 0.30 is considered valid, and values closer to 1 indicate stronger measurement accuracy.

b. Employee Performance

No	Indicator	Correlation with Total (r)	Sig. (2-tailed)
1	I always strive to improve my work ability	1.000	0.000
2	I clearly understand expected work standards	1.000	0.000
3	I can complete the targeted workload daily	1.000	0.000
4	My work output has increased over time	1.000	0.000
5	I always complete tasks on time	1.000	0.000

Similarly, all indicators of Employee Performance show perfect correlation values ($r = 1.000$) with significant p-values ($p < 0.01$), indicating that each item strongly and consistently reflects the employee performance construct. These results confirm that the research instruments meet the validity requirements.

4.2 Reliability Test Results

Variable	Cronbach's Alpha	Number of Items
Leadership Style	0.992	8
Employee Performance	1.000	6

The reliability test results show a Cronbach's Alpha value of 0.992 for the Leadership Style variable (8 items) and 1.000 for the Employee Performance variable (6 items). These values exceed the minimum reliability threshold of 0.70, indicating that the instruments have excellent reliability and are highly consistent in measuring the intended constructs.

4.4 Normality Test Results

Variable	Kolmogorov-Smirnov (Sig.)	Shapiro-Wilk (Sig.)	Interpretation
Leadership Style (X)	0.200	0.982	Normally distributed
Employee Performance (Y)	0.150	0.975	Normally distributed

The normality test using the Kolmogorov-Smirnov and Shapiro-Wilk methods shows that the significance values for both variables are greater than 0.05. This indicates that the data are normally distributed, fulfilling the assumptions required for parametric statistical analysis such as linear regression.

4.5 Simple Linear Regression and Hypothesis Testing (t-test)

Variable	B	Std. Error	Beta	t-value
Constant	-0.472	0.421	–	-1.120
Leadership Style	0.755	0.023	0.969	33.393

The regression analysis yields the equation:

$$Y = -0.472 + 0.755X$$

where Y represents Employee Performance and X represents Leadership Style.

The regression coefficient (B) of 0.755 indicates that an increase of one unit in Leadership Style leads to an increase of 0.755 units in Employee Performance. This result suggests a positive relationship between leadership style and employee performance.

The t-test results show that the t-value for Leadership Style is 33.393 with a significance value (Sig.) of 0.000, which is lower than the significance level of 0.05. This confirms that Leadership Style has a positive and statistically significant effect on Employee Performance at Mutia Sari General Hospital. Although the constant value is not statistically significant, this does not affect the main conclusion of the study, as the focus is on the effect of the independent variable.

4.6 Coefficient of Determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error
Leadership Style → Employee Performance	0.969	0.939	0.939	1.40954

The coefficient of determination (R²) value is 0.939, indicating that 93.9% of the variation in Employee Performance can be explained by Leadership Style, while the remaining 6.1% is influenced by other factors not included in this research model. This result shows that leadership style has a very strong contribution to improving employee performance.

4.7 Summary of Findings

Overall, the findings demonstrate a strong, positive, and significant relationship between leadership style and employee performance. The results confirm that effective leadership practices play a crucial role in enhancing employee performance at Mutia Sari General Hospital, Bengkalis Regency.

CONCLUSION

The conclusion of this study indicates that leadership style has a significant influence on employee performance at Mutia Sari General Hospital. Based on the data analysis, the coefficient of determination (R^2) obtained in this study is 0.939 or 93.9%, meaning that employee performance at Mutia Sari General Hospital is influenced by leadership style by 93.9%, while the remaining 6.1% is affected by other variables not examined in this research.

RECOMMENDATIONS

The recommendations presented in this study are derived from the research findings and are proposed as follows:

1. For Mutia Sari General Hospital Management
The findings of this study show that leadership style is a strong predictor of employee performance at Mutia Sari General Hospital. Therefore, it is recommended that hospital leaders and management respond more promptly to employee criticisms and complaints. In addition, leaders are encouraged to improve leadership practices, particularly in aspects such as telling (providing clear instructions) and selling (persuasive and supportive task assignment), in order to enhance employee performance.
2. For Future Researchers
Future researchers are encouraged to include additional variables that may influence employee performance, such as communication, organizational culture, or employee personality. Moreover, future studies may apply this research model to other service sectors, such as the aviation or other healthcare-related industries, to enrich the generalizability of the findings.
3. For Similar Companies in the Healthcare Sector
Based on the results of this study, leadership style in coordinating employees is a key factor influencing employee performance. Therefore, healthcare organizations and business owners are advised to pay close attention to leadership approaches in managing their organizations by emphasizing leadership aspects such as telling, selling, participating, and delegating when coordinating employees across organizational units.

REFERENCES

- Arikunto, S. 2020. *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- Ghozali, Imam. (2015). *Aplikasi Analisis Multivariate dengan program SPSS*. Badan Penerbit: Universitas Diponegoro: Semarang.
- Handoko. T. Hani. 2011. *Manajemen*. Edisi Kedua. Cetakan Kedua puluh Dua. Yogyakarta, BPFE Yogyakarta.
- Hasibuan, Malayu. S. P. 2012. *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta, Bumi Aksara.
- Kartono, Kartini. 2011. *Pemimpin dan Kepemimpinan*. Bandung: Rajawali Press
- Khairizah, Astria., Noor, I., & Suprpto, A. 2018. Pengaruh gaya kepemimpinan Terhadap kinerja karyawan (Studi pada Karyawan di Perpustakaan Universitas Brawijaya Malang). *Jurnal Administrasi Publik (JAP)*, Vol. 3, No. 7, Hal.1268-1272
- Koopmans, L., Bernaards, C.M., Hildebrandt, V.H., Schaufeli, W.B., Henrica & Beek. 2011. Conceptual Frameworks of Individual Work Performance A Systematic Review. *JOEM*. Vol.53, No.8. Agustus, 856-866
- Mangkunegara, Anwar P. 2016. *Manajemen Sumber Daya Perusahaan*. Bandung, Alfabeta
- Nanjundeswaraswamy & Swamy. 2014. Leadership Styles. *Advances in Management*. Vol.7, No.2. Februari, 57-62.
- Nurjanah. 2008. Pengaruh Gaya Kepemimpinan Dan Budaya Organisasi Terhadap Komitmen Organisasi Dalam Meningkatkan Kinerja Karyawan (Studi Pada Biro Lingkup Departemen Pertanian). Tesis, Program Pascasarjana Universitasiponegoro.
- Pratama, Tulus. 2016. Pengaruh Gaya Kepemimpinan Terhadap Kinerja Pegawai Pada Badan Perencanaan, Penelitian Dan Pembangunan Daerah (Bappeda) Kabupaten Morowali Dengan Motivasi Kerja Sebagai Variabel Intervening.
- Pudjiyogyanti, Clara Rosa. 2010. *Pengantar Ilmu Manajemen*, Jakarta : PT Gramedia Pustaka Utama.
- Rivai, Veithzal. 2013. *Kepemimpinan dan Perilaku Organisasi*. Jakarta : Raja Grafindo Persada.
- Robbins, Steffen. 2015. *Perilaku Organisasi*. Jakarta : Prentice Hall Inc.
- Sedarmayanti. 2013. *Sumber Daya Manusia Dan Produktivitas Kerja*. Bandung, Mandar Maju.
- Siagian, Sondang P. 2014. *Manajemen Sumber Daya Manusia*. Jakarta, Bumi Aksara.

THE IMPACT OF LEADERSHIP ON EMPLOYEE PERFORMANCE AT MUTIA SARI GENERAL HOSPITAL BENGKALIS REGENCY

Muhammad Erwin Soaduan Pohan

- Sinambela. 2012. Manajemen Sumber Daya Manusia. Jakarta, PT Bumi Aksara.
- Sugiyono. 2017. Metode Penelitian Kuantitatif, Kualitatif, R&D. Bandung Alfabeta, CV.
- Thoha, Miftah. 2013. Perilaku Organisasi Konsep Dasar dan Aplikasinya. Jakarta: Rajawali Grafindo Persada.
- Wahyuningtyas, R. & Erianto, Lutfi Dwi. 2015. Pengaruh gaya kepemimpinan Situasional terhadap kinerja pegawai unit pelayanan jaringan Pt. PLN (Persero) Bandung utara Kota madya Bandung. Jurnal Manajemen Sumber Daya Manusia. 2(3).
- Widodo S. E. 2015. Manajemen Pengembangan Sumber Daya Manusia. Yogyakarta, Pustaka Pelajar.