

# The Influence of Leadership and Work Motivation on Employee Performance in the Non-Medical Section of Buah Hati Hospital, Ciputat, South Tangerang

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*Abstract — This study aims to examine the effect of leadership and work motivation on employee performance. Data were collected using a Likert scale questionnaire in March 2021 from 64 respondents, the sample objects were employees of the non-medical section of the Ciputat Fruit Hospital, South Tangerang, because they had characteristics that matched the variables to be studied. The collected data was tested by multiple regression method using SPSS 24.00. The result of this research is that leadership has no significant effect on employee performance. Work motivation has a significant effect on employee performance. Leadership and work motivation together have a significant effect on employee performance.*

**Keywords:** Leadership, Work Motivation, Employee Performance.

## I. INTRODUCTION

Human resources are the main assets for companies that are planners and active actors in various activities within the company. Human resources are not like money, machines and materials which are positive in nature and can be fully regulated to support the achievement of company goals. So the success of a company is supported by compensation and career development opportunities provided to employees. The achievement of the company's goals does not only depend on technology, but also depends more on the people who carry out their work. The ability to provide good work results to meet the needs of the company as a whole is a contribution to employee performance.

Performance or in English is called job performance or actual performance or level of performance, which is the level of success of employees in completing their work. Performance is not an individual characteristic, such as talent, or ability, but is a manifestation of ability in the form of real work. In every profession or occupation there are a number of functions or indicators that can be used to measure the results of the work. Every employee who works in an organization is required to have good performance for the realization of organizational goals.

Increasing employee performance will bring progress for the organization to be able to survive in a competition. Therefore, efforts to improve employee performance are the most serious management challenges, because success in achieving the goals and survival of the company depends on the human resources in it.

In line with the majors pursued by the current researcher, namely human resources, the researchers are interested in conducting research at the Buah Hati Hospital, Ciputat, South Tangerang. Ciputat Fruit Heart Hospital is a socio-economic private hospital which initially specialized in the field of obstetrics services, obstetrics, gynecology and child health, and is supported by other specialist service units.

Management of the Ciputat Fruit Hospital There are two major groups in the hospital's human resources, namely medical personnel consisting of doctors, nurses, midwives, health workers, and non-medical personnel consisting of administrative staff and other implementing personnel. Hospital organization has a unique form, which is different from other organizations in general. Hospitals have a specialty that is born from the relationship that occurs between the Medical Staff (group of doctors) and the Administrator or CEO (management), as well as the Governing Body. Because of this specificity, the hospital has a high level of complexity. The demand for a high interaction between these three things makes hospital management difficult.

Performance is the result produced by certain job functions or activities at certain jobs during a certain period of time, which shows the quality and quantity of the work. (Priansa, 2014) Based on observations or observations in the Non-Medical Section of the Ciputat Buah Hati Hospital, it was found that some recap data on employee performance appraisals can be seen in table 1.

Table 1.

Data Recap of Employee Performance Assessment of Non-Medical Section of Buah Hati Hospital, Ciputat, South Tangerang in 2020

No	Assessment Aspect	Total	Number of measurement achievements			Criteria
			Target	Did not reach the target	Performance Rating	
1	Service Orientation	64	52	12	52/64=80%	Good
2	Regulatory Compliance	64	47	17	47/64=74%	Enough
3	Cooperation	64	48	16	48/64=75%	Enough
4	Responsibility	64	49	15	49/64=76%	Enough
5	Work Achievement	64	52	12	52/64=80%	Good
6	Employee Appearance	64	55	9	55/64=85%	Good
<b>Average</b>		<b>384</b>	<b>303</b>	<b>81</b>	<b>78%</b>	<b>Enough</b>

Performance Assessment Criteria:

Very good = 90% – 100%

Good = 80% – 89%

Enough = 70% – 79%

Not Good = 0% – 69%

Source: HRD of Ciputat Heart Hospital (2021)

From table 1. Employee Performance in the Non-Medical Section of the Ciputat Heart Hospital 2020 above, it shows that in terms of service orientation carried out by employees, it has shown good results, namely with a score of 80% with good criteria, work achievement is good, namely with the value of 80% and the appearance of employees are also good with a value of 85%, while regulatory compliance, cooperation and responsibility are seen as not optimal, therefore the company is not satisfied with the employee's performance because of the aspects of the assessment that has been made by the company.

In addition, there are also problems of work motivation that occur in the company, such as the lack of fulfillment of the physiological needs of employees, for example, the need for food and physical protection, social relations and a poor working atmosphere that can have an impact on the ineffectiveness of employees in carrying out a job as well as developing their potential. employees are still not optimal and still limited in expressing ideas and employee achievements. Thus motivation is one of the most important factors in order to support the achievement of organizational tasks and functions, with the right motivation employees will be encouraged to do their best in carrying out the assigned tasks, because they believe that with the success of the organization in achieving its goals and various targets, individual interests will also fulfilled if the needs for clothing, food, shelter and security needs greatly affect the motivation itself.

Motivation is "the force that exists within a person, which drives his behavior to take action. The magnitude of the incentive power within a person to perform a task or achieve a goal shows the extent of the level of motivation. (Widodo, 2015). Based on observations or observations found some data on employee work motivation can be seen in table 2.

Table 2.

Data on Work Motivation for the Non-Medical Section of the Heart Hospital, Ciputat, South Tangerang in 2020

No	Giving Work Motivation	Info
1.	BPJS and JKK (Security Needs)	Yes
2.	Retirement / Severance pay (Security needs)	Yes
3.	Holiday Allowance (Security Needs)	Yes
4.	Overtime Wages (Physiological Needs)	Yes
5.	Additional Meals (Physiological Needs)	Yes
6.	Annual Bonus (Required Award)	No
7.	Employee Job Training and Development (Self-Actualization Needs)	Yes

Source: HRD of Ciputat Heart Hospital (2021)

From table 2. it can be explained that the work motivation provided by the company is to provide BPJS and work accident insurance, in terms of overtime the company provides overtime wages for employees who work overtime. However, the company does not provide an annual bonus because the company only provides holiday allowances and additional meal allowances, therefore employees do not get awards from the company which causes the employee's performance is still not optimal. Therefore, the company can reconsider the need for its employees because work motivation and proper management of human resources can result in increased performance and optimal work quality.

Work motivation has a very close relationship with leadership, because the success of a leader in mobilizing others in achieving the goals that have been set is very dependent on his authority, and also the leadership's ability to create motivation in every employee.

Qualified leaders are able to carry out their duties well, so that leaders who carry out their leadership effectively, can communicate well with their subordinates, provide motivation, confidence in taking the right actions and decisions under any conditions, and can move the organization towards the desired goals. , will be a role model and role model. A good leadership will result in good decisions for the company and for employee performance. Companies really need human resource factors that support both leaders and employees in the pattern of tasks and supervision which are the determinants of achieving the goals of the company they lead. On the other hand, a leader whose existence is only as an extra and has no influence and leadership skills and abilities will result in slow organizational performance, because he does not have the capability and skills to produce the best performance.

Based on the observations made in this study, namely observing the leadership in the Non-Medical Section at the Buah Hati Hospital, Ciputat, South Tangerang. Following are the results of a pre-survey questionnaire to 20 employees in the Non-Medical Section of the Buah Hati Hospital, Ciputat, South Tangerang regarding leadership conditions can be seen in table 3.

Table 3.

Results of the Pre-Survey Questionnaire Regarding Leadership in the Non-Medical Section of the Buah Hati Hospital, Ciputat, South Tangerang, for the Period March-July 2021

No	Statement	Number of employees	Yes		No		Criteria
1	Leaders foster good communication with subordinates	20	15	75%	5	25%	Good
2	Do leaders have work motivation and are able to motivate employees?	20	9	45%	11	55%	Not Good
3	Leaders have the ability to control their subordinates well	20	8	40%	12	60%	Not Good
4	If a problem arises, the leader is willing to help and provide a way out and make a decision	20	14	70%	6	30%	Good
5	Leaders raise awareness about the importance of complying with applicable regulations	20	13	65%	7	35%	Good

Pre-Survey Questionnaire Criteria : Good = 100% –50% Not Good = 50% – 0%  
Source: Primary Data Results Processed by the Author (2021)

From the results of the Pre-Survey Questionnaire by researchers to 20 employees, it can be seen that the leadership of the Ciputat Fruit Heart Hospital has not been as expected, this is because there are still several indicators of leadership that have negative tendencies from employees, such as the leadership lacks motivation and leadership abilities. still lacking in supervising its employees. This causes the work to be less attractive according to employee responses.

Judging from the performance appraisal of employees in the Non-Medical Section at the Buah Hati Hospital, Ciputat, South Tangerang, it is still unsatisfactory, this means that there is an indication that the work performance of Non-Medical employees is still not good enough for the Buah Hati Hospital, Ciputat, South Tangerang. In an optimal organization, the company is managed, fostered and led as well as possible and is full of responsibility by a leader and employees in carrying out their respective duties and responsibilities.

Seeing some of the importance of the influence of a leader in operating employees with different individuals, a leader must be truly qualified in order to lead his subordinates well so that company goals can be achieved effectively and efficiently. In this case, effective means the achievement of results that are appropriate or on target with the objectives to be measured or determined, while efficiency is a resource that can be controlled and is a measure in comparing the optimal results and not wasting time in the process. For this reason, in improving the performance of employees in the non-medical part of the Ciputat Children's Hospital, South Tangerang. Leaders must pay attention to things that can improve the performance of their employees, thus employees will do their jobs enthusiastically and motivated.

## II. LITERATURE REVIEW

### A. Employee Performance

Performance is "the results produced by certain job functions or activities at certain jobs over a certain period of time that show the quality and quantity of the work." (Priansa, 2014). Performance is "the work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time." (Hasibuan S.M., 2014). Performance is an employee's ability to do work that is improved by emphasizing the pattern of his strengths and understanding what changes are needed. Emphasizing the pattern of strengths and understanding of what changes are needed (Kaswan, 2016).

Employee performance (work performance) is "the results of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him." (Mangkunegara, 2013). Performance is "a comparison of the work achieved by employees with predetermined standards." Bambang Guritno and Waridin in (Sidantik, 2015). Performance indicators in this study are as follows (Priansa, 2014):

1) Worker Quantity

The quantity of workers is related to the volume of work and work productivity produced by employees in a certain period of time.

2) Quality of workers

The quality of workers relates to considerations of accuracy, precision, neatness, and completeness, in handling tasks within the organization.

3) Independence

Independence is concerned with considering the degree of employee ability to work and carry out tasks independently by minimizing the help of others.

4) Initiative

Initiative is concerned with consideration of independence, flexibility of thinking, and willingness to accept responsibility.

5) Cooperation

Cooperation is concerned with considering the ability to cooperate, and with other people.

### B. Work Motivation

Work motivation is "the force that exists within a person, which drives his behavior to take action. The magnitude of the incentive power within a person to perform a task or achieve a goal shows the extent of the level of motivation. (Widodo, 2015). Work motivation "is a stimulant of desire and a driving force of one's willingness to work because each motivation has a specific goal to be achieved" (Edy, 2016). Motivation is "the willingness to expend a high level of effort towards organizational goals, conditioned by the ability of that effort to meet an individual need." (Robbins, 2014)

Work motivation is a psychological state that encourages, activates or moves that directs and channels one's behavior, attitudes and actions to achieve goals. (Edy, 2016). Motivation is "the desire contained in an individual that stimulates him to take actions". (Hasibuan M., 2017). Indicators of employee work motivation include (Widodo, 2015):

1) Physiological needs

Basic needs (eg: food, drink, and physical protection).

2) Security needs

The need for protection from threats, hazards, and the work environment (eg: accident insurance, health benefits, and pension funds).

3) Social need or sense of belonging.

The need to be well received in the work unit group so that a harmonious working relationship will be created.

4) The need for appreciation

The need to be respected, appreciated by others, and to be rewarded for the work that has been achieved.

5) Self-actualization needs

The need to develop oneself and potential, express ideas, provide assessments, criticism, and achievement.

### C. Leadership

Leadership is "as a process of influencing the activities of individuals or groups to achieve goals in certain situations." (Sunyoto, 2013). Leadership can be interpreted as "the way a leader influences the behavior of subordinates to want to work together and work productively to achieve organizational goals. Thus, the implementation of leadership tends to foster trust, participation, loyalty and internal motivation of subordinates in a persuasive way. (Hasibuan S.M., 2014)

Leadership is "a process of activity of someone who is charismatic to move others by leading, guiding, influencing others, to do something in order to achieve the expected results." (Edy, 2014)

Leadership is "the process of influencing or setting a positive example by leaders to their followers in an effort to achieve organizational goals" (Feriyanto, et al, 2015). Leadership is "the ability of a person to influence others, in this case his subordinates in such a way that other people are able to do the will of the leader even though personally it may not be liked by him." (Siagian, 2012). The leadership indicators are as follows (Sunyoto, 2013):

- 1) How to communicate  
Every leader must be able to provide clear information and for that must have good and fluent communication skills. Because with smooth communication, of course this will make it easier for subordinates to catch what a leader wants.
- 2) Giving motivation  
A leader must have the ability to communicate well and smoothly, of course, must also have the ability to provide encouragement or motivation to his subordinates. The attention of a leader will be very meaningful to subordinates. That in terms of appreciation or recognition, it gives very high meaning to employees or subordinates.
- 3) Leading ability  
Not every leader is able to lead, because with regard to one's talent to have the ability to lead is different. This can be seen in their leadership, whether they have autocratic, participatory or control-free leadership.
- 4) Decision making  
A leader must be able to make decisions based on facts and regulations that apply in the company and the decisions taken are able to motivate employees to work better and even be able to contribute to the progress of the company.
- 5) Positive power  
It is the ability given by Allah to the individual as the highest power holder who can influence and change the thoughts of other people or groups to take an action desired by the power holder seriously and or not because of coercion, both physically and mentally.

#### **D. Research Framework**

##### **1. The Effect of Leadership on Employee Performance**

Based on the results of previous research with the influence of leadership and team work on employee performance at the Cooperative Secretary General of the Ministry of Education and Culture Senaya Jakarta. The results of the study show that there is a strong and significant influence of leadership on the performance of cooperative employees. With a population of 30 people and 20 sampling, there is a significant effect of team work on the performance of cooperative employees. There is an influence of leadership and teamwork together on the performance of cooperative employees at the Secretary General of the Ministry of Education and Culture Senaya Jakarta. (Marpaung, 2014)

While the influence of leadership on the performance of employees of PT Karya Murni Sentosa Bekasi. Stating the results of the study obtained that the influence of leadership on employee performance is being shown from the results of the correlation coefficient test which shows the number 0.696. And leadership affects the performance of employees by 48.4% while 51.6% is influenced by other factors. And from the significant test, the results obtained  $6922 > 0.271$  or  $t_{count} > t_{table}$  then  $H_0$  is rejected and  $H_a$  is accepted, meaning that leadership (X) has a significant influence on employee performance (Y) at PT Karya Murni Sentosa. (Reni, 2018)

Then the Influence of Work Discipline, Leadership Style, and Work Motivation on Employee Performance at Matahari Terbit Hotel Bali, Tanjung Benoa-Nusa Dua. The results of the analysis show that the variables of work discipline, leadership style, and work motivation have a significant simultaneous and partial effect on employee performance. The leadership style variable is the most dominant variable on employee performance because based on the calculation of the standardized coefficients beta analysis has a large value. (Putra, 2012).

##### **2. The Effect of Work Motivation on Employee Performance**

Based on the results of previous studies with the influence of work motivation on employee performance at PT Sejahtera Motor Gemilang. Stating the results Partially, relatedness and growth motivation have a significant effect on employee performance, while existence motivation has no significant effect on employee performance. Relatedness motivation is the motivation with the most dominant influence on employee performance compared to existence motivation and growth motivation. (Theodora, 2015)

Meanwhile, the influence of motivation and work environment on employee performance at PT Aqua Tirta Investama Klaten. Stating the results There is a significant influence of motivation and work environment on the performance of employees of PT Aqua Tirta Investaman in Klaten accepted. Meanwhile, from the partial hypothesis test (t test) it was obtained that the t count of the motivation variable was 2.169, the t count of the work environment variable was 2.207 where the probability was less than 0.05 then the hypothesis was accepted. The coefficient of determination (Adjusted R<sup>2</sup>) is 0.376, this means that 37.6% of PT Aqua Tirta Investaman's employee performance is influenced by motivation and work environment, while the rest is influenced by other variables outside the variables studied in this study. (Bachtiar, 2012)

Then the Effect of Work Motivation on Employee Performance at PT Gramedia Asri Media, Emerald Bintaro Branch. Stating the results of hypothesis testing overall work motivation partially has a significant



effect on employee performance at PT Gramedia Asri Media Branch Emerald Bintaro. Based on the coefficient of determination, work motivation affects employee performance by 68.06% and the remaining 31.94% is influenced by other variables studied in this study. (Fakhri, 2016)

### 3. The Influence of Leadership and Work Motivation on Employee Performance

Based on the results of previous research, Pangaruh Leadership, Motivation, and Training on the Performance of PDAM Tirta Deli Employees, Deli Serdang Regency. Stating the results of the study indicate that the leadership variable has no significant negative effect on employee performance. Another thing is the motivation variable which has a positive but not significant effect on employee performance. Furthermore, the job training variable has a positive and significant effect on employee performance. Simultaneously leadership, motivation and training have a significant effect on employee performance. (Pasaribu, 2019)

While the influence of leadership and work motivation on employee performance at PT Amanah Finance in Manado. The results of this study indicate that leadership and motivation simultaneously have a significant effect on employee performance at PT Amanah Finance, Manado. Partially leadership has a significant effect on employee performance, but partially work motivation does not have a significant effect. (Inaray, 2016)

Then the Influence of Leadership and Work Motivation on Employee Performance at the Cooperative Bmt El-Raushan Tangerang. The results of the analysis show that the variables of leadership and work motivation have a significant simultaneous and partial effect on employee performance. The leadership variable is the most dominant variable on employee performance. (Suwanto, 2020)

While the influence of leadership and work motivation on employee performance at PT Surya Barutama in Balaraja states the results. The method used is explanatory research with analytical techniques using statistical analysis with regression, correlation, determination and hypothesis testing. The results of this study leadership and work motivation on employee performance have a significant effect on employee performance. (Prasetyani, 2020).

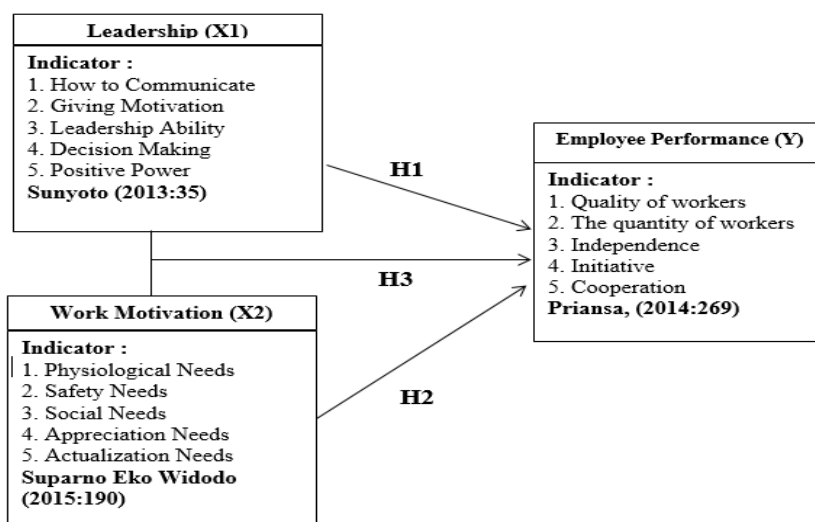


Figure 1. Research Framework

### F. Hypothesis

- H1 There is a significant influence between leadership on employee performance in the Non-Medical Section of the Buah Hati Hospital, Ciputat, South Tangerang
- H2 There is a significant influence between work motivation on employee performance in the Non-Medical Section of the Buah Hati Hospital, Ciputat, South Tangerang
- H3 There is a significant influence between leadership and work motivation on employee performance in the Non-Medical Section of the Buah Hati Hospital, Ciputat, South Tangerang

## III. METHOD

### A. Types of research

Descriptive quantitative research methods can be interpreted as "methods used to analyze the collected data as they are without the intention of making conclusions that apply to the public or generalizations." (Sugiyono, 2012).

The research was conducted with the aim of being able to reveal the problems studied. In research on the influence of leadership and work motivation on employee performance in the medical section of the Ciputat Fruit Heart Hospital. In accordance with the title of the research that has been stated above, this research was conducted using a field research method by means of a survey, namely research that took a number of samples and populations using a questionnaire as a data collection tool.

This research was carried out starting from March 2021, to meet the data and information needs needed. This research was conducted in stages, starting from the survey, research preparation, data collection, and data processing. The Likert scale was used in the preparation of this research questionnaire, namely regarding the influence of leadership and work motivation on employee performance in the non-medical section of the Buah Hati Hospital, Ciputat, South Tangerang. The data that has been collected is processed using the multiple linear regression method

## B. Population and Sample

In this study, the population was 64 employees in the non-medical section of the Buah Hati Hospital, Ciputat, South Tangerang. In this study, the author uses the Nonprobability Sampling method, while the sampling method used is Saturated Sampling, because all members of the population are used as samples. Another term for saturated sample is census, where all members of the population are sampled. (Sugiyono, 2016) The sample objects are employees in the non-medical section of the Buah Hati Ciputat Hospital, South Tangerang, known to be 64 employees, because they have characteristics that match the variables to be studied.

## C.. Variable Operationalization

**Table 4. Variable Operationalization**

Variable	Indicator	Question Items
Leadership	How to Communicate	1-2
	Giving Motivation	3-4
	Leadership ability	5-6
	Decision-making	7-8
	Positive Power	9-10
Work Motivation	Physiological needs	11-12
	Need for security	13-14
	Social Needs or Sense of belonging	15-16
	Appreciation Needs	17-18
	Self-actualization needs	19-20
Employee Performance	Quality	21-22
	Quantity	23-24
	independence	25-26
	Initiative	27-28
	Cooperation	29-30

## IV. RESULT

### A. Respondent Profile

**Table 5. Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	47	73.4	73.4	73.4
	Woman	17	26.6	26.6	100.0
	Total	64	100.0	100.0	

Source: SPSS 24 (2021) output results

Based on the data in the table above, 47 respondents were male or 73.4%, while 17 people were female or 26.6%.

**Table 6. Education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	58	90.6	90.6	90.6
	Diploma	1	1.6	1.6	92.2

Bachelor	5	7.8	7.8	100.0
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Source: SPSS 24 (2021) output results

Based on the data in the table above, respondents with High School education are 58 people or 90.6%, 1 person has a Diploma 1.6%, while 5 people are Bachelor or 7.8%.

**Table 7. Length of Work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 1 Years	25	39.1	39.1	39.1
	1-2 Years	15	23.4	23.4	62.5
	> 2 Years	24	37.5	37.5	100.0
	Total	64	100.0	100.0	

Source: SPSS 24 (2021) output results

Based on the data in the table above, the respondents who worked less than 1 year were 25 people or 39.1%, respondents who worked 1 to 2 years were 15 people or 23.4%. And respondents who worked more than 2 years were 24 people or 37.5%.

### B. Validity and Reliability Test

Validity is a measure that shows the levels of validity or validity of an instrument. A valid or valid instrument has high validity. The number of respondents and the significance (error level) used is 5%, and the number of initial respondents is 20 people, then the r table value is 0.242.

**Table 8. Leadership Validity Test Results**

Statement	r count	r table	Info
Leaders must maintain good communication with subordinates	0,406	0,242	Valid
Employees get clear directions from the leadership regarding the assigned tasks	0,753	0,242	Valid
Leaders give awards to employees who raise morale	0,523	0,242	Valid
Employees feel motivated in carrying out their duties by the leadership	0,791	0,242	Valid
Leaders can generate employee confidence to complete tasks according to the instructions given	0,805	0,242	Valid
The leader where I work has the ability to have good supervision of his subordinates	0,731	0,242	Valid
Leaders are very quick in making decisions	0,542	0,242	Valid
If a problem arises, the leader where I work is willing to help and provide a way out and make a decision	0,722	0,242	Valid
The leaders where I work raise awareness about the importance of complying with applicable regulations	0,631	0,242	Valid
The leader where I work always tries to encourage his subordinates to improve their abilities	0,773	0,242	Valid
Leaders must maintain good communication with subordinates	0,406	0,242	Valid

Based on the table data above, the leadership variable (X1) obtained a value of rcount > rtable (0.242), thus all questionnaire items were declared valid. For this reason, the questionnaire used is feasible to be processed as research data.

**Table 9. Work Motivation Validity Test Results**

Statement	r count	r table	Info
Employees are satisfied with the income provided by the company	0,564	0,242	Valid
All elements of the company work together to achieve goals	0,610	0,242	Valid
Employees feel comfortable with a conducive work environment	0,615	0,242	Valid
Employees are always motivated to complete work on time	0,590	0,242	Valid
Superiors can provide directions and support to subordinates	0,555	0,242	Valid
Companies often provide training for the development of employee capabilities	0,617	0,242	Valid
Leaders always give appreciation in the form of bonuses to employees who excel	0,711	0,242	Valid
Employees have opportunities and opportunities to develop their skills	0,570	0,242	Valid
Everyone is responsible for assigned tasks	0,555	0,242	Valid



Employees are involved in efforts to improve the progress and success of the company	0,416	0,242	Valid
Employees are satisfied with the income provided by the company	0,564	0,242	Valid

Based on the table data above, the work motivation variable (X2) obtained a value of  $r_{count} > r_{table}$  (0.242), thus all questionnaire items were declared valid. For this reason, the questionnaire used is feasible to be processed as research data.

**Table 10. Employee Performance Validity Test Results**

Statement	r count	r table	Info
Employees are able to complete tasks very well, thoroughly and in accordance with company goals	0,548	0,242	Valid
I can achieve the work quality standards that have been set by the company so far	0,720	0,242	Valid
I carry out my workload without having to be assisted by other employees	0,626	0,242	Valid
I handle the workload as assigned by the company to employees	0,725	0,242	Valid
I am willing to accept the risks of the work assigned to me	0,646	0,242	Valid
I am always aware of the obligations that must be done	0,429	0,242	Valid
Employee cooperation in all sections has been running	0,674	0,242	Valid
Employees can help each other in completing work	0,458	0,242	Valid
Doing work without waiting for orders	0,582	0,242	Valid
Employees provide new ideas before completing work.	0,696	0,242	Valid
Employees are able to complete tasks very well, thoroughly and in accordance with company goals	0,548	0,242	Valid

Based on the data in the table above, the employee performance variable (Y) has a value of  $r_{count} > r_{table}$  (0.242), thus all questionnaire items are declared valid. For this reason, the questionnaire used is feasible to be processed as research data.

**Table 11. Reliability Statistics**

Variable	Cronbach's Alpha	N of Items
Leadership	0.862	10
Work Motivation	0.779	10
Employee Performance	0.809	10

Source: SPSS 24 (2021) output results

Based on the test results in the table above, it shows that the leadership variables (X1), work motivation (X2) and employee performance (Y) are declared reliable, it is proven by each variable having a Cronbach's Alpha value greater than 0.600.

### C. Classic Assumption Test

#### 1). Normality Test

**Table 12. Normality Test**  
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		64
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.53942998
Most Extreme Differences	Absolute	.081
	Positive	.059
	Negative	-.081
Test Statistic		.081
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Based on the table above, it can be seen from the value of sig. on the Kolmogorov-Smirnov section of 0.200 > 0.05. So the variables in this study are normally distributed.

2). Multicollinearity Test

Table 13. Multicollinearity Test Results  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	15.726	5.041		3.119	.003		
Leadership (X1)	.230	.120	.254	1.928	.059	.673	1.487
Work_Motivation (X2)	.361	.137	.348	2.643	.010	.673	1.487

a. Dependent Variable: Performance (Y)

Based on the results of the multicollinearity test in the table above, the tolerance value for the leadership variable is 0.673 and work motivation is 0.673, where both values are less than 1, and the Variance Inflation Factor (VIF) value for the leadership variable is 1.487 and work motivation is 1.487 where the value is less than 10. Thus, there is no multicollinearity disorder in this regression model.

3). Autocorrelation Test

Table 13. Autocorrelation Test Results  
Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.536 <sup>a</sup>	.287	.264	3.597	2.324

a. Predictors: (Constant), Work\_Motivation(X2), Leadership (X1)

b. Dependent Variable: Performance (Y)

Based on the results of the autocorrelation test in the table above, the value of du is searched for the distribution of the Durbin-Watson table values based on k (2) and N (64) with a significance of 5%. The value of du (1.660) < Durbin-Watson (2.324) < 4-du (2.34). Then it is stated that there is no positive/negative correlation.

4). Heteroscedasticity Test

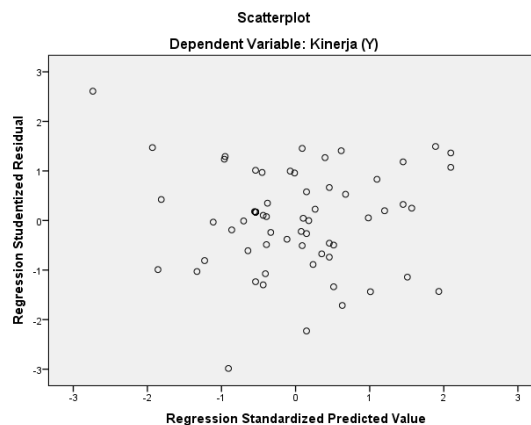


Figure 2. Heteroscedasticity Test

Based on the results of the image above, the points on the Scatter Plot graph do not have a clear distribution pattern or do not form certain patterns, thus there is no heteroscedasticity disorder in the regression model so that this regression model is feasible to use.

D. Multiple Linear Regression Test

1). Equation Multiple linear regression test

Model	Coefficients <sup>a</sup>		T	Sig.
	Unstandardized Coefficients	Standardized Coefficients		

	B	Std. Error	Beta		
1 (Constant)	15.726	5.041		3.119	.003
Leadership (X1)	.230	.120	.254	1.928	.059
Work Motivation (X2)	.361	.137	.348	2.643	.010

a. Dependent Variable: Performance (Y)

Based on the results of the regression calculations in the table above, it can be obtained the regression equation:

$$Y = 15.726 + 0.230X_1 + 0.361X_2$$

From the equation above, it can be concluded as follows,

- The constant value of 15.726 means that if the variables of leadership (X1) and work motivation (X2) are not considered, then the performance of employees (Y) will only be worth 15.726 points.
- The leadership value (X1) of 0.230 means that if the constant is fixed and there is no change in the work motivation variable (X2), then every 1 unit change in the leadership variable (X1) will result in a change in employee performance (Y) of 0.230 points.
- The value of work motivation (X2) of 0.361 means that if the constant is fixed and there is no change in the leadership variable (X1), then every 1 unit change in the work motivation variable (X2) will result in a change in employee performance (Y) of 0.361 points

## 2). Hypothesis Test

- Based on the test results in the table above, the value of  $t_{count} < t_{table}$  or  $(1.928 < 1.98)$  is also strengthened by the value of  $value > Sig.$   $0.05$  or  $(0.059 > 0.05)$ . Thus, it can be concluded that there is no significant influence between leadership on employee performance.
- Based on the test results in the table above, the value of  $t_{count} > t_{table}$  or  $(2.643 > 1.98)$  is also strengthened by the value  $< Sig.$   $0.05$  or  $(0.010 < 0.05)$ . Thus, it can be concluded that there is a significant influence between work motivation on employee performance.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	317.998	2	158.999	12.289	.000 <sup>b</sup>
	Residual	789.237	61	12.938		
	Total	1107.234	63			

a. Dependent Variable: Performance (Y)

b. Predictors: (Constant), Work Motivation (X2), Leadership (X1)

Based on the test results in the table above, it is obtained that the value of  $F_{count} > F_{table}$  or  $(12.289 > 3.148)$  is also strengthened by  $value < Sig.$   $0.05$  or  $(0.001 < 0.05)$ . Thus,  $H_0$  is rejected and  $H_a$  is accepted, this shows that there is a simultaneous significant influence between leadership and work motivation on employee performance of 28.7%.

## E. Correlation Coefficient and Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.536 <sup>a</sup>	.287	.264	3.597

a. Predictors: (Constant), Work Motivation (X2), Leadership (X1)

Based on the test results in the table above, the correlation coefficient value is 0.536, where the value is in the interval 0.40-0.599, meaning that the leadership and work motivation variables have a fairly strong relationship with employee performance.

Based on the test results in the table above, the coefficient of determination value is 0.287, it can be concluded that the leadership and work motivation variables affect employee performance by 28.7% while the remaining  $(100-28.7\%) = 71.3\%$  is influenced by factors others that have not been researched.

## V. CONCLUSION

Leadership and work motivation have a significant effect on employee performance with the regression equation  $Y = 15.726 + 0.230X_1 + 0.361X_2$ . Leadership has no significant effect on employee performance, work motivation has a significant effect on employee performance.

The coefficient value or the level of relationship between the independent variable and the dependent variable is obtained at 0.536, meaning that it has a fairly strong relationship. The value of the coefficient of determination or the contribution of the influence is simultaneously 28.7% while the remaining 71.3% is influenced by other factors. Hypothesis testing is obtained by the calculated F value  $> F$  table or  $(12,289 > 3,148)$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. This means that there is a simultaneous significant influence between leadership and work motivation on employee performance in the Non-Medical Section of the Buah Hati Hospital, Ciputat, South Tangerang.

## VI.SUGGESTION

Based on the results of research on leadership and work motivation on employee performance in the Non-Medical Section of the Buah Hati Hospital, Ciputat South Tangerang, the researchers can provide the following suggestions:

- 1) From the results of processing the X1 (Leadership) variable obtained, the lowest results from the respondents who answered disagree were in the decision-making indicators. His advice, a leader must also be able to make the right decisions on problems and direct his employees so that problems are quickly resolved in the company.
- 2) From the results of processing the X2 (Work Motivation) variable obtained, the lowest results from the respondents who answered disagree were found in the physiological needs indicator. Suggestions Ciputat Fruit Heart Hospital should pay more attention to its employees, especially on wages or income so that employees are more motivated and enthusiastic at work.
- 3) From the results of processing the Y variable (Employee Performance) obtained, the lowest result of the respondents who answered disagree was in the work quantity indicator. the suggestion is that employees should be more responsible for the work given and further increase the speed and accuracy of work.

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