IMPACT OF DIRECTIVE LEADERSHIP, ENVIRONTMENT, AND WORK MOTIVATION ON HOSPITAL EMPLOYEE PERFORMANCE

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Abstract

This research analyzes the influence of directive leadership, work environment, and work motivation on employee performance at Paradise Maternity Hospital, Tanah Bumbu Regency. The method used is quantitative with a type of causal research. The research population was 72 employees of Paradise Maternity Hospital using a saturated sampling technique. Data collection was carried out through questionnaires and documentation. Data analysis uses multiple linear regression after fulfilling the classical assumption test. The research results show that directive leadership, work environment, and work motivation positively and significantly affect employee performance. Effective directive leadership with clear direction, a comfortable and conducive work environment, and high employee work motivation can improve employee performance in quality, quantity, timeliness, effectiveness, and independence. It is recommended that management improve directive leadership, create a comfortable work environment, and motivate employees through regular training to improve employee performance on an ongoing basis.

Keywords: *Directive Leadership; Work Environment; Work Motivation; Employee Performance; Hospital Employees*

INTRODUCTION

Performance is the process of a person's behavior to produce something that is the purpose of his work. The difference in performance between one person and the other in a working situation is due to the differences in characteristics of the individual. This aligns with (Hassel, 2013) view that several factors influence performance, including leadership, work environment, and motivation. Paradise Maternity Hospital is one of the private hospitals operating in the field of health services in the Bumbu Land district. The phenomenon in the hospital neighborhood is that many employees are not on time to perform their duties and responsibilities. The impact of this lack of timeliness is a decrease in hospital bed occupation rate (BOR) performance during 2019. This is

because many users of the hospital's health services feel that they are not provided when it comes to the hospital. The bed occupation rate (BOR) of Paradise Maternity Hospital for the last three months of 2019 is presented in Table 1.

Description	Sum	BOR
October	70	78%
November	66	73%
December	52	58%

Table 1 Bed Occupation Rate (BOR) 2019

Source: internal data of the Paradise Maternity Hospital in Tanah Bumbu Regency (processed data 2019)

Table 1. data explains that the performance of Paradise Maternity Hospital in the last three months has tended to decline. In November, there was a decline of 5%, and in December, it was 15%. Another phenomenon is the overall performance of the hospital. Paradise Maternity Hospital in Tanah Bumbu Regency, which is still not optimally reached, is the decline in hospital service performance, as shown by the decrease in road care patients from October to December 2019.

There are a variety of factors that can contribute to a decline in hospital staff performance. Given the many factors influencing such performance, the researchers reviewed aspects of leadership, work environment, and work motivation in this study. One of the various models of leadership that a leader applies to his employees is a directive leadership model (Hejres et al., 2017). (Yulk, 2013) outlined a directive leadership style that indicates where there are definite characteristics and tells the subordinates what they expect and want from them, gives detailed and specific guidelines, asks the under ordinates to follow the various rules and standards that the leadership has set, and can schedule and coordinate their work.

Based on research by (Somech & Wenderow, 2006), (Suddin & Sudarman, 2010), and (Riyanto et al., 2017) stated that leadership styles have a positive influence on performance. In addition to leadership factors, working environment factors can affect employee performance. Creating a pleasant working environment that can meet the needs of employees will give them satisfaction and encourage their work spirit. Lack of attention to the work environment will have a negative impact and decrease the work spirit. This is because the employee's task performance is disturbed, resulting in less enthusiasm and less dedication of energy and mind to the task. With a good and comfortable working environment, workers can work well without significant disturbances, such as smoke, air pollution, and other interference.

Employee performance can also be influenced by employee motivation. (Robbins & Judge, 2018) says that motivation is a process that plays a role in the

intensity, direction, and duration of individual efforts toward achieving a goal. The low level of motivation that employees have in an organization will affect the performance they produce. The higher the motivation to do the job, the better the performance, and vice versa.

Based on previous research, the results are still backward, so the author took it as a research gap and went backward to conduct a study entitled "Influence of Directive Leadership Style, Working Environment, and Work Motivation on the Performance of Employees of Paradise Maternity Hospital in Tanah Bumbu Regency".

LITERATURE REVIEW
Leadership

Leadership emerged at the beginning of human history since humans realized the importance of living in groups to achieve common goals. A group requires a person or several people who have advantages over others, regardless of the form of the human group. This cannot be denied because humans always have certain limitations and benefits. According to (Wukir, 2013), leadership is the art of motivating and influencing a group of people to act to achieve a common goal. According to (Kartono, 2010), leadership is activities that influence people to want to work together to achieve desired goals. Based on the two definitions above, leadership can be defined as behavior with a specific aim to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits. Based on the opinion above, it can be concluded that leadership includes efforts to change subordinates to perform more positively or better than they usually do, which improves performance.

Work Environment

According to (Nitisemito, 2014), the work environment is everything around the worker that can influence the worker in carrying out the tasks assigned to him. (Rivai, 2013) explains that the work environment is an element of an organization as a social system that strongly influences individual behavior and organizational performance. According to (Sedarmayanti, 2016), the definition of the work environment is the totality of tools and materials encountered, the surrounding environment in which a person works, their work methods, and work arrangements both as an individual and as a group. Furthermore, (Ahyari, 2015) believes that the work environment is related to everything around the work and can influence employees in carrying out their duties, such as employee services, working conditions, and employee relationships within the company concerned.

Work Motivation

Motivation is a condition or energy that moves employees toward achieving the company's organizational goals. Furthermore, (Robbins & Judge, 2018) said that motivation is a process that plays a role in the intensity, direction, and duration of

individual efforts toward achieving goals. According to (Wukir, 2013), motivation is a process that explains a person's intensity, direction, and persistence in trying to achieve their goals. According to (Samsudin & Sadili, 2010), motivation is the process of influencing or encouraging someone or a work group from outside so that they want to carry out something that has been determined. We can look at the definition above and take the equation, namely a process that explains where conditions or energy can move and play a role in the intensity of funds in the direction that encourages them to achieve their goals optimally.

Performance

According to (Edison, 2016), performance results from a process referred to and measured over a certain period based on previously established provisions or agreements. According to (Sutrisno, 2016), performance is a person's success in carrying out tasks, the work results that can be achieved by a person or group of people in an organization by their respective authority and responsibilities, or how a person is expected to function and behave by the tasks that have been assigned and charged to him as well as the quantity, quality and time used in carrying out the task. (Mangkunegara & Anwar, 2015) said that performance results from work in quantity and quality achieved by an employee in carrying out his duties following his responsibilities. From the various explanations above, it can be concluded that work performance or achievement is the result achieved by an employee or organization based on the criteria that apply to the job within a predetermined period. This means that if a person's or organization's activities can achieve results according to applicable standards, then it can be said to be performing well, and if, on the contrary, it is performing poorly. Based on the definitions above, a common thread can be drawn. Namely, leadership dramatically influences a company's results or the performance of its employees to become more advanced, measurable, and focused, increasing the quality and quantity of employees.

Previous Research

Previous research was intended to compare this research's results with previous researchers' findings. Prior research provides an overview of the similarities and differences in variables, so this research has its characteristics. Even though there are similar variables, the indicators used are different, resulting in different conclusions. Several previous research results used as references include those from (Insan & Yuniawan, 2016), (Parlinda & Wahyudin, 2004), (Suddin & Sudarman, 2010), (Utami & Hartanto, 2010), (Riyanto et al., 2017), (Guntoro, 2015), (Bushiri, 2014), and (Somech & Wenderow, 2006).

Previous research shows that the work environment, compensation, and organizational culture influence employee performance, while participative leadership has no effect. Several other studies have found that leadership, motivation, communication, and work environment positively affect employee performance.

However, research also shows that the work environment and leadership do not influence performance; job satisfaction influences motivation and performance. In general, the results of previous research show the influence of leadership variables, motivation, work environment, and other factors on employee performance.

Research Hypothesis
H1: Directive leadership influences the performance of Paradise Maternity Hospital employees.

Based on the description of existing theories, it can be concluded that leadership is a way that a leader influences a group of people or subordinates to work together and make efforts with enthusiasm and confidence to achieve the goals that have been set. It can be said that leadership plays a very dominant role in the success of an organization in carrying out its various activities, especially seen in the performance of its employees (Siagian, 2015). This can be seen in how a leader can influence his subordinates to work together to produce effective and efficient work. Meanwhile, performance is the result of an employee's job or activities in quantity and quality to achieve organizational goals which are their duties and responsibilities based on research by (Somech & Wenderow, 2006), (Suddin & Sudarman, 2010), (Riyanto et al., 2017) stated that leadership style has a positive effect on performance.

H2: The work environment influences the performance of Paradise Maternity Hospital employees.

A work environment condition is suitable if the people in it can carry out their activities optimally, healthily, safely, and comfortably. Poor suitability of the work environment can make it challenging to obtain an effective and efficient work system. (Al-Omari & Okasheh, 2017) suggests that pleasant working conditions include the workplace and auxiliary facilities that speed up work completion. Based on the research results of (Al-Omari & Okasheh, 2017) show that the work environment has a positive and significant effect on employee performance.

H3: Work motivation influences the performance of Paradise Maternity Hospital employees.

The motivation in question is giving rewards to employees in the form of money, bonuses, promotions, etc. If one links pay to performance, it will be more effective than just giving money to an employee. If leaders agree to use rewards and money to motivate, it will affect employee performance. Motivating employees to improve their performance is very important. Good employee performance is a step towards achieving the goals of an organization. Motivation is important because it causes, channels, and supports human behavior, making them willing to work hard and enthusiastically achieve optimal things. Based on research by (Guntoro, 2015), and (Riyanto et al., 2017), it is stated that motivation has a positive effect on performance.

RESEARCH METHODS

Type of Research

This type of research is included in causal research with a quantitative approach. The study aims to determine one or more independent variables on the dependent variable. This research was carried out at Paradise Maternity Hospital in Tanah Bumbu Regency. The choice of location is based on the data and information needed, where the data is accessible to obtain, does not require too much money, and is relevant to the main problem, the researcher's object.

Location and Time of Research

This research was carried out at Paradise Maternity Hospital in Tanah Bumbu Regency. The choice of location is based on the data and information needed, where the data is accessible to obtain, does not require too much cost, and is relevant to the main problem, the researcher's object. Research data was taken in 2021.

Population and Sample

A population is a group of identical units/objects of analysis (Sugiyono, 2019). The sample is part of the population, the object of observation that can be generalized to conclude (Ferdinand, 2009). Total number of employees at the Paradise Maternity Hospital in Tanah Bumbu Regency, namely 72 people. Based on the number of employees, it consists of 2 Heads of Non-Medical Services and 4 Heads of Medical Services. So, the population in this study were employees at the Paradise Maternity Hospital in Tanah Bumbu Regency was 72 people. The sampling technique used in this study is saturated sampling. Saturated sampling is a sample determination technique, where the sample used is all members of the population (Sugiyono, 2019). In this research, all employee parts/installations will be studied. Determining the sample in this research uses a saturated sample method, namely by taking data from all employees at the hospital. Paradise Maternity in Tanah Bumbu Regency was 72 people.

Data Collection Techniques

The method used in collecting data for this research is a questionnaire, which is several written questions to obtain information from respondents, consisting of question items and statements that are distributed to respondents and used to collect data relating to the variables used in the research, in the form of a questionnaire closed, namely a questionnaire prepared by providing complete answer choices, so that respondents only give answers to the answers that have been provided, as well as documentation, namely data collection carried out by studying documents, reports and information related to research.

Data Analysis

The data analysis method used is multiple linear regression analysis to determine the influence of directive leadership, organizational culture, and work motivation on the performance of employees at Paradise Maternity Hospital in Tanah Bumbu Regency. Previously, classical assumption tests were carried out, which included normality,

multicollinearity, heteroscedasticity, and linearity tests to fulfill the BLUE (Best Linear Unbiased Estimator) requirements. Hypothesis testing uses the t-test to test the partial influence of the independent variable on the dependent. The coefficient of determination ($R2$) determines how much variation in the dependent variable can be explained by the independent variable. Data transformation is carried out according to statistical provisions if the classical assumptions are not met.

RESULTS AND DISCUSSION
RESEARCH RESULT

The results of hypothesis testing in this research present the results of classical assumption testing and hypothesis testing with multiple regression. Hypothesis testing in this research was assisted by using the SPSS statistical computer program.

Classic Assumption Test Results

The classical assumption test in this research was carried out to obtain a regression model free from bias with the best estimator (Best linear unbiased estimator/BLUE). The classical assumption tests used in this research include normality, multicollinearity, heteroscedasticity, and linearity tests. This assumption test was chosen considering that the object of this research being measured is in the human resource management segment. Research variables are also calculated at a particular time without considering continuous data (time series). The results of the classical assumption test are presented in the following details.

1. **Normality Test**

The normality test in this research was carried out to determine the distribution of research data. A good model tends to have data distribution (distribution) to be expected. It is declared generally distributed if the residual significance value exceeds 0.05. The normality test used in this research was the Kolmogorov-Smirnov method. The results of the normality test with the Kolmogorov-Smirnov model are presented in Table 2.

Variable	Significance	Conclusion
Unstandardized Residual	0,530	Normally distributed

Table 2 Kolmogorov-Smirnov Model Normality Test Results

Source: Authors, 2023

The results of the normality test using model residual data, as in Table 2, show that the significance value is 0.530, which is greater than 0.05. Thus, the test results indicate that the regression model has a normal data distribution.

2. **Multicollinearity Test**

The multicollinearity test is aimed at finding out whether the independent variables have a significant relationship or not. A good model is that the independent

variables do not have a significant relationship. Identify the model in this research using tolerance values and Variance Inflation Factors (VIF). The results of the multicollinearity test with the Tolerance and Variance Inflation Factors (VIF) value indicators are presented in Table 3.

Variable	Tolerance	VIF	Conclusion
Directive leadership	0,783	1,277	free
Work environment	0,816	1,226	free
Work motivation	0,839	1,192	free

Table 3 Multicollinearity Test Result

Source: Authors, 2023

The results of the multicollinearity test, as in Table 3, show that each independent variable has a tolerance value > 0.10 and VIF < 10. The results of this test can state that the regression model used in this research is free from symptoms of multicollinearity.

3. Heteroscedasticity Test

The heteroscedasticity test in this research aims to determine the similarity of variance in a model. A good model has the same variance (homogeneous). The detection method used to determine the similarity of variance in this research is the Glejser method. The results of the heteroscedasticity test with the Glejser model and the transformation results are presented in Table 4.

Variable	Significance	Information
Directive leadership	0,129	Variance homogen
Work environment	0,418	Variance homogen
Work motivation	0,922	Variance homogen

Table 4 Glejser Model Heteroscedasticity Test Results

Source: Authors, 2023

The results of the heteroscedasticity test in Table 4 show that the variables directive leadership (X1), work environment (X2), and work motivation (X3) have a significance value greater than 0.05. According to Glejser, these three variables indicate that they do not experience symptoms of heteroscedasticity (Ghozali, 2021). These results suggest that the model used in this research is free from symptoms of heteroscedasticity.

4. Linearity Test

Variable	Sig. Linearity	Information
Directive leadership => performance	0,000	Linear
Work environment => performance	0,000	Linear
Work motivation => performance	0,000	Linear

Table 5 Linearity Test Results

Source: Authors, 2023

Based on the results of the linearity test, presented in Table 5, the significance of the linearity of the directive leadership variable = 0.000, work environment = 0.000, and work motivation = 0.000, all of which are smaller than 0.05. Thus, the independent variable in this research is linear to the dependent variable.

5. Hypothesis Test Results

Hypothesis testing in this research uses a multiple regression approach equipped with a t test. The results of the hypothesis test are presented in Table 6.

Variable	Regression Coefficient	t count	t table	Sig.	Information
X1	0,591	4,556	1,996	0,000	Ha accepted
X2	0,186	2,677	1,996	0,009	Ha accepted
X3	0,089	3,014	1,996	0,004	Ha accepted
Constanta = 15,218			Adjusted R Square = 0,508 = 50,8%		

Table 6 Test Results of the Effect of Directive Leadership, Work Environment and Work Motivation on Employee Performance

Source: Authors, 2023

Based on the test results in Table 6, using the multiple regression equation approach, the following equation can be formed:

$$Y = 15.218 + 0.591X_1 + 0.186X_2 + 0.089X_3$$

Based on the multiple regression equation, it can be explained as follows:

1) The constant value is 15,128, which means that the performance of Paradise Hospital employees without directive leadership intervention, work environment, and work motivation is 15,128.

2) The regression coefficient for the directive leadership variable (X1) is 0.591. This means that if the level of directive leadership from superiors increases by 1%, performance will increase by 59.1%.

3) The regression coefficient for the work environment variable (X2) is 0.186. This means that if the employee's work environment improves by 1%, performance will increase by 18.6%.

4) The regression coefficient for the work motivation variable (X3) is 0.089. This means that if there is an increase of 1% in employee work motivation, performance will increase by 8.9%.

5) The model also has an Adjusted R square value of 0.508, equivalent to 50.8%. This value means that the determination of directive leadership, work environment, and work motivation variables on employee performance is 50.8%. Meanwhile, the remaining 49.2% is explained by other variables not examined in this research. Other variables that might influence employee performance include commitment, organizational culture, and so on, which theoretically can affect employee performance.

Based on the data, Table 6 also presents the results of hypothesis testing, which can be explained as follows:

1) Data Table 6 also presents the results of the t test. The test results show that directive leadership with a t count of 4,556 is more significant than a t table of 1,996 (t count > t table) with a significance value of 0.000, which is smaller than 0.05 as the predetermined threshold (α). These results confirm the accepted hypothesis, which means that directive leadership influences the performance of Paradise Hospital employees.

2) Work environment with a t count value of 2,677, which is more significant than t table of 1,996 (t count > t table) with a significance value of 0.009, which is smaller than 0.05 as the predetermined threshold (α). These results confirm the accepted hypothesis, which means that job satisfaction influences the performance of Paradise Hospital employees.

3) Work motivation with a t count of 3,014 is more significant than t table of 1,996 (t count > t table) with a significance value of 0.004, more diminutive than 0.05 as the predetermined threshold (α). These results confirm the accepted hypothesis, which means that work discipline influences the performance of Paradise Hospital employees.

Based on the results of hypothesis testing using the multiple regression approach as in Table 6, the following explanation can be given.

1) **Hypothesis Test Results 1: Directive leadership significantly affects employee performance in Paradise Maternity Hospital in Tanah Bumbu Regency.**

   This research shows that the implementation of directive leadership influences employee performance. Based on the respondents' answers, it is known that the average directive leadership implemented in the RSB Paradise environment is quite good. This research found that the implementation of directive leadership is reflected in the clarity of superiors' directions to subordinates in carrying out their duties and responsibilities, as well as the consequences that will be received if these directions are violated. The implementation of good leadership will undoubtedly have an impact on employee performance. The research results show that the average employee's performance is good, supported by directive leadership. This good performance is reflected in their work's quality, quantity, timeliness, effectiveness, and independence.

2) **Hypothesis Test Results 2: The work environment significantly affects employee performance at Paradise Maternity Hospital in Tanah Bumbu Regency.**

   The results of this research found that the work environment impacts the performance of employees at RSB Paradise. If the environment is comfortable and employees feel quite sound, they will show optimal performance. This indicates that a good environment is based on facilities, relationships between employees, and sound and comfortable working conditions, so the performance demonstrated by employees is also good. This is reflected in employee performance on time, quality of performance, quantity, and independence in solving problems that occur in the workplace.

3) **Hypothesis Test Results 3: Work motivation significantly affects employee performance at Paradise Maternity Hospital in Tanah Bumbu Regency.**

   This shows that motivated employees have the strength to achieve success in their lives. His decision-making participation can also indicate an employee's motivation at work. Actual participation can be seen from employees' input to company leaders. Participation can also be seen in employees' willingness to learn by consulting with their leaders. The higher an employee's participation level, the more positive his motivation at work. An employee's pride in his work is a positive motivation for him. Pride in work can be realized by providing challenges and rewards for work results. Work challenges are part of one's existence or existence if there are challenges in one's work because they involve trust. Giving a challenge to an employee is providing trust in itself so that they will feel appreciated for its existence. Still, it must be accompanied by appropriate rewards if the employee succeeds.

DISCUSSION

Based on the results of research conducted at Paradise Maternity Hospital, it is known that employee performance is influenced by directive leadership, work environment, and work motivation. As a theoretical implication regarding the directive leadership factor, this research supports the path-goal theory. This theory of directive leadership reflects the leader telling subordinates what is expected of them, informing them of the work schedule that must be adjusted and work standards, and providing specific guidance/direction regarding the model for completing the task, including aspects of planning, organization, coordination, and supervision. The research results also support (Safaria & Saputra, 2012), directive leadership is described as a leader who shows dominance in directing, supervising, and tightly managing subordinates. This leader's behavior focuses more on planning, creating work schedules, setting performance goals and behavior standards for subordinates, and emphasizing compliance with existing rules and regulations in the organization.

The results of this research found that the work environment influences performance. As a theoretical implication, the results of this research are in the opinion of (Soejipto, 2010), who states that the work environment can influence an employee's performance. The work environment, both physical and non-physical, will determine the performance shown by employees. This theory is also supported by the opinion of (Siagian, 2015), who states that the work environment and facilities that support performance will influence an employee's performance. In this opinion, the more supportive the facilities and work environment, the higher the employee performance.

The research results found that work motivation was able to influence the performance of Paradise Maternity Hospital employees. The theoretical implications regarding the relationship between achievement motivation, affiliation, and the desire to have power with employee performance align with McClelland's motivation theory, as (Handoko, 2012) quoted. This theory states that for employees based on the desire to achieve, affiliate, and gain power within the company, the impact is that the employee's performance is always healthy and competitive with fellow existing employees. Performance is based on the quality of performance with key performance indicators (KPI) that have been determined by the company.

CONCLUSIONS AND SUGGESTIONS
Conclusion

Based on the research findings, the following conclusions can be drawn: Firstly, directive leadership significantly influences the performance of employees in Bersalin Paradise Hospital in Tanah Bumbu District. Good directive leadership that provides instructions and control based on the company's goals will increase employee performance. Secondly, the work environment significantly affects the performance of

employees in Bersalin Paradise Hospital. A good work environment, supported by adequate facilities, a conducive work climate, and good inter-employee relationships, will improve employee performance. Lastly, work motivation significantly influences the performance of employees in Bersalin Paradise Hospital. Good work motivation based on the desire to perform, affiliate, and have power can create competitive performance among employees, thereby creating good performance in the company's environment.

Suggestions

Based on the results and conclusions of the research, it is recommended that the management of Paradise Maternity Hospital carry out directive leadership more intensively by providing direction and regular evaluations to each department so that the company's goals are achieved. In addition, it is recommended that a comfortable work environment be created by equipping facilities according to the needs of employees and patients and creating a conducive physical and non-physical environment. Work motivation must also be increased through regular competency training for medical and non-medical personnel. For employees, it is recommended that performance be improved by creating a conducive work environment and actively participating in training according to competency. For further research, it is recommended to examine the influence of leadership style with environmental variations, add variables such as organizational culture, commitment, and employee characteristics, apply it to more than one hospital, and use standard instruments in behavioral psychology.

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