THE INFLUENCE OF LEADERSHIP, MOTIVATION, WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AND QUALITY SERVICES AT ROYAL PRIMA HOSPITAL MEDAN 2024

Dinda Rahmah Aulia[a)], Sri Lestari Ramadhani Nasution [a*)], Ermi Girsang [a)]

[a)] *University of Prima Indonesia, Medan, Indonesia*

[*)] *Corresponding Author: srilestariramadhaninasution@unprimdn.ac.id*

Abstract. In implementing quality improvement, there are things that need to be considered so that it can run according to the desired results, such as leadership, work motivation, and work environment which will have an impact on employee performance and will be closely related to the quality of service provided to the public. The purpose of this study is to analyze the influence of leadership, motivation, and work environment on employee performance and service quality at RSU Royal Prima Medan in 2024. This type of research is quantitative and analytical using a cross-sectional research design. The population in this study were employees at RSU Royal Prima Medan consisting of 762 medical and non-medical employees. The sampling technique in this study used Proportional Random Sampling with a sample size of 248. Data analysis used SEM with univariate, bivariate and multivariate analysis. The results showed that the variables of leadership, motivation and work environment influenced employee performance at RSU Royal Prima Medan in 2024 with the most influential variable being the leadership variable (X1). Leadership, motivation and work environment variables influence the quality of service at Royal Prima Medan Hospital in 2024 with the most influential variable being the leadership variable (X1).

Keywords: performance; service quality; leadership; motivation; work environment

I. INTRODUCTION

At this time in the midst of very tight competition in the health sector such as hospitals, hospitals are required to be able to make system improvements, as well as new breakthroughs that can later compete with other hospitals, the strategy that must be implemented by hospitals in order to compete is by improving the quality of service to patients, one of the goals of hospital services is to provide the best possible service to patients. To realize this goal, the role of every HR in the hospital is needed, including the hospital director who in leading is expected to be able to implement good democratic leadership and can protect all his employees, with this leadership model will make employees who work in the hospital feel appreciated and will certainly improve the performance of the employees. Not only the leadership of employees who are actually the main HR in providing services to patients in working must also be supported by comfortable facilities to support the performance of the employees, such as the employee work environment which is closely related to the provision of services to patients, therefore the employee work environment both internal and external must be arranged as well as possible.

In implementing quality improvement, there are things that need to be considered so that it can run according to the desired results, such as the Director's leadership, work motivation, and work environment which will have an impact

on employee performance and will later be closely related to the quality of service provided to the public.

Through optimal HR planning, employee work productivity can increase. This can be realized through the adjustment process. Such as increasing the leadership of the Director, work motivation and good work discipline. So that the organization within the corporation can produce what the corporation wants to achieve. And in the corporate organization there is an influence of the leader's leadership style. The leadership style of a corporate leader generally has its own principles and ways when acting, in leading and moving the corporation to be effective. Because the leadership nature possessed by the leader is a characteristic that exists in a leader, because the nature of one leader with another leader has a relatively diverse and different orientation and power of thought. Therefore, the success or failure of a leader in leading a corporation can be seen from the responsibilities and tasks carried out by the organization within it, because in the corporation there is connectivity between the leader and his subordinates [1].

The results of a pre-survey conducted by researchers at RSU Royal Prima Medan by interviewing several nurses at RSU Royal Prima Medan showed that for leadership, there were employees who said that the leadership at RSU Royal Prima Medan was in accordance with what the employees wanted, where the current leadership model had implemented a democratic leadership model, but there were also those who

said that the leadership at RSU Royal Prima Medan was still not good enough, where there were still authoritarian leaders in carrying out their leadership from both leadership models based on employee assessments, which could affect employee performance which would have an impact on the quality of service provided to the public or patients. Not only the model or leadership style, the work environment can also affect employee performance, which from the results of the pre-survey conducted by researchers by conducting observations and interviews at RSU Royal Prima Medan, it can be seen that there is still an uncomfortable work environment, such as the layout of goods or work equipment that is still not good so that it interferes with employee work activities, there is still a temperature setting that is not optimal in some rooms such as air conditioning that does not work optimally, from these findings it will have an impact on the quality of employee work, which is confirmed by employees who were interviewed, where the work environment at RSU Royal Prima Medan still needs to be improved, the aim is to create comfort in working which will later have an impact on employee performance and the quality of service provided to the public or patients.

What differentiates this research from previous similar research is the location of the research, the data analysis used, where in this research the data analysis uses SEM. From the results of the background description above and from the results of previous research, the researcher is interested in conducting research with the title "The influence of leadership, motivation, work environment on employee performance and service quality at RSU Royal Prima Medan in 2024".

II. RESEARCH METHODS

This type of research is quantitative and analytical in nature using a cross-sectional research design. Quantitative research is a type of research that uses numbers in responding to data to produce structured information. Analytical research is research that attempts to find the relationship between one variable and another. Cross-sectional research design, where data collection and measurement of independent and dependent variables are carried out at the same time. This research will be conducted inRoyal Prima Medan Hospital, located at Jl. Ayahanda No. 68A, Sei Putih Tengah, Medan Petisah District, Medan City, North Sumatra 20118.

The research will start in January 2025 until February 2025. Population all individuals who are subject to generalization targets from the samples to be taken in a study [2]. Population is also called universe (universe) which means the whole, can be living things or non-living things. Population is the totality of each element to be studied that has the same characteristics, can be individuals from a group, events, or something to be studied [3].

The population in this study were employees at RSU Royal Prima Medan consisting of 762 medical and non-medical employees. The following are details of the population in this study.

Table 1. Research Population

No	Profession	Amount
	Medical	
1	Medical specialist	82
2	General practitioners	32
3	Nurse	408
4	Pharmacy	40
5	Physiotherapy	18
6	Nutrition	33
	Non-Medical	
4	Non-Medical	148
	Total	**762**

A sample is a part of the population that we assess or whose characteristics we measure and which we later use to estimate the characteristics of the population [4]. The sampling method used in this study is Systematic sampling. The sampling technique in this study uses Proportional Random Sampling which is said to be proportional because the taking of subjects in each class is determined proportionally to the number of subjects from each class, and is said to be random because each subject in the population has the same opportunity to be selected as a sample. In the next stage, the sample will be divided proportionally according to the population. The determination of the number of samples is determined by the requirements specified [5], which states that the number of samples taken is at least 5 to 10 times the number of parameters used in the study. This study uses 50 indicators in the form of statement items in the questionnaire, so the minimum number of samples taken is 5 x 50 = 250.

Table 2.. Number Of Research Samples

No	Profession	Amount	Sample
	Medical		
1	Medical specialist	82	82/762 x 250 = 27
2	General practitioners	32	32/762 x 250 = 10
3	Nurse	408	408/762 x 250 = 133
4	Pharmacy	40	40/762 x 250 = 13
5	Physiotherapy	18	18/762 x 250 = 6
6	Nutrition	33	33/762 x 250 = 11
	Non-Medical		
4	Non-Medical	148	148/762 x 250 = 48
	Total		**248**

Various variables [6] There are five, namely independent variables, dependent variables, intervening variables, moderating variables, and control variables.

III. RESULTS AND DISCUSSION

A. Frequency Distribution of Respondent Characteristics

In this study, the frequency distribution of respondent characteristics includes age, gender, education and length of service of the respondents.

Table 3. .Frequency Distribution Of Respondent Characteristics

Age	n	%
20-30 Years	46	18.5
31-40 Years	133	53.6
>40 Years	69	27.8
Total	**248**	**100**
Gender	**n**	**%**

	n	%
Man	58	23.4
Woman	190	76.6
Total	**248**	**100**
Education	**n**	**%**
Diploma	41	16.5
S1	181	73
S2	26	10.5
Total	**248**	**100**
Length of work	**n**	**%**
1-2 Years	73	29.4
>2 Years	175	70.6
Total	**248**	**100**

Source: Primary Data Processed 2024

Table 3 explains the results of the study on the frequency distribution of respondent characteristics based on age, gender, education and length of service. From the results it can be seen that respondents in this study aged 20-30 years were 46 (18.5%), respondents aged 31-40 years were 133 (53.6%) and respondents aged >40 years were 69 (27.8%). Respondents in this study were 58 (23.4%) male, and 190 (76.6%) females. There were 41 (16.5%) respondents with a Diploma education, 181 (73%) respondents with a Bachelor's degree, and 26 (10.5%) respondents with a Master's degree. Meanwhile, respondents in this study who had worked for 1-2 years were 73 (29.4%) and those who had worked for >2 years were 175 (70.6%).

B. Univariate Analysis Results

The following are the results of respondents' assessments of leadership variables.

Table 4. Leadership

Ledership	n	%
Good	196	79
Not good	52	21
Total	**248**	**100**

From table 4, it is shown that the respondents in this study who said that the leadership was good were 196 with a percentage of 79%, and the respondents who said that the leadership was not good were 52 with a percentage of 21%.

The following are the results of respondents' assessments of motivation variables.

Table 5. Motivation

Motivation	n	%
Good	197	79.4
Not good	51	20.6
Total	**248**	**100**

Table 5 shows that the respondents in this study who said that motivation was good were 197 with a percentage of 79.4%, and the respondents who said that motivation was not good were 51 with a percentage of 20.6%. The following are the results of respondents' assessments of work environment variables

Table 6. Work Enviroment

Work environment	n	%
Good	202	81.5
Not good	46	18.5
Total	**248**	**100**

Table 6 shows that the respondents in this study who said the work environment was good were 202 with a percentage of 81.5%, and the respondents who said the work environment was not good were 46 with a percentage of 18.5%. The following are the results of respondents' assessments of performance variables.

Table 7. Performance

Performance	n	%
Good	202	81.5
Not good	46	18.5
Total	**248**	**100**

Table 7 shows that the respondents in this study who said the performance was good were 202 with a percentage of 81.5%, and the respondents who said the performance was not good were 46 with a percentage of 18.5%. The following are the results of respondents' assessments of service quality variables.

Table 8. Quality Of Service

Quality of Service	n	%
Good	209	84.3
Not good	39	15.7
Total	**248**	**100**

Table 8 shows that the respondents in this study who said the service quality was good were 209 with a percentage of 84.3%, and the respondents who said the service quality was poor were 39 with a percentage of 15.7%.

C. The Influence of Leadership on Employee Performance at Royal Prima Medan Hospital in 2024

The following are the results of research on the influence of leadership on employee performance at RSU Royal Prima Medan in 2024. The results of the study show that the T Statistics value is 2.52> 1.96 T table value, from these results it shows that there is an influence of leadership on employee performance at RSU Royal Prima Medan in 2024. The results of this study are in line with the research conducted [7] with the research title of the influence of leadership on the performance of nurses in the class III treatment room at Husada Hospital, Jakarta, the results of the study show that leadership has an influence on the performance of nurses. Leadership is a relationship that exists within a person or leader, the activity of influencing people to work together consciously in task relationships, trying to achieve group goals voluntarily [8]. One of the factors that can improve employee performance is leadership because with a leader who has a vision, has high integrity and enthusiasm in working and trains his staff to be skilled, employee performance can increase. To bring subordinates in accordance with the wishes of the leader, a leader must be able to motivate employees [7].

Good leadership shown and given by superiors will always maintain the positive influence of leadership that has shown a good influence on employee performance by delegating or giving tasks to employees without discrimination and when carrying out tasks always coordinating with other units, or even can be improved again by improving the policies issued, and leaders should pay attention to other factors that also affect employee morale, the goal is for employees to feel cared for by their leaders or superiors which will have an impact on employee performance because employees will feel that the presence of employees is very much needed to succeed the hospital's vision and mission.

D. The Influence of Leadership on Employee Performance at Royal Prima Medan Hospital in 2024

The following are the results of research on the influence of motivation on employee performance at RSU Royal Prima Medan in 2024. The results of the study show that the T Statistics value is 2.12> 1.96 T table value, from these results it shows that there is an influence of motivation on employee performance at RSU Royal Prima Medan in 2024. The results of this study are in line with the research [9] with the title of the study on the influence of work motivation on the performance of medical records installation employees at Hospital X, Sidoarjo Regency in 2024, the results of the study showed that the work motivation variable had a significant effect on employee performance variables. Factors that direct and encourage a person's behavior or desire to carry out an activity that is expressed in the form of hard or weak effort. According [10] defines motivation as a process of directing, maintaining or nurturing and stimulating human behavior to be directed towards certain goals.

Several factors that have been identified as the main influences on work motivation include intrinsic factors, such as recognition, self-development, and responsibility, as well as extrinsic factors, such as financial rewards and working conditions. By considering the importance of work motivation in improving employee performance, it is recommended that RSU Royal Prima Medan can provide intrinsic and extrinsic factors according to employee performance at RSU Royal Prima Medan, this aims to improve employee performance in the future. The following are the results of research on the influence of the work environment on employee performance at RSU Royal Prima Medan in 2024. The results of the study show that the T Statistics value is 2.37> 1.96 T table value, from these results it shows that there is an influence of the work environment on employee performance at RSU Royal Prima Medan in 2024.

The results of this study are in line with the research conducted with the title of the study on the influence of the work environment on employee performance at Dr. Aryoko Sorong Hospital, the results of the study showed that there was a fairly large positive influence between the work environment and employee performance. States that the work environment is something that exists around the company that can influence the way employees and the workplace work and their satisfaction [11]. Meanwhile, the work environment is everything around workers that can influence their work,

including lighting arrangements, noise control, workplace cleanliness arrangements and workplace security arrangements.

From these results, the Royal Prima Medan Hospital must provide and create special attention to the work environment, both physical and non-physical work environments because that is where employees carry out their daily tasks. Employees who are comfortable at work will feel safer and able to perform at their best. Employee performance will certainly increase thanks to the comfort of the environment at the location where employees work. However, it is possible that discomfort in the workplace, both the environment and the relationship between employers and employees and employees and superiors, will reduce an employee's performance. Given this, the function of hospital management is very important in human resource management because this function maintains or improves the physical, mental, and loyalty of workers while integrating or implementing business goals and employee demands. Therefore, it is very important to design the direction and tactics of the organization, especially in terms of human resources so that in the future employee performance can be further improved to support the achievement of the hospital's vision and mission.

The following are the results of research on the influence of leadership on the quality of service at Royal Prima Medan Hospital in 2024. The results of the study show that the T Statistics value is 2.82> 1.96 T table value, from these results it shows that there is an influence of leadership on the quality of service at Royal Prima Medan Hospital in 2024.

This is because in RSU Royal Prima Medan in each part of the work, employees already have their own SOPs that must be implemented and work targets that must be achieved by each employee or officer that are clear so that with good leadership it will affect the quality of service provided by employees. This indicates that leadership will improve the quality of employee service so that the first hypothesis is accepted.

The results of this study are in line with research conducted which shows that there is an influence between leadership and service quality.

Leadership is the process of motivating others to work hard to achieve company goals [12]. Leadership is the activity of moving others to achieve the desired results by leading, guiding, and influencing others [13]. In general, leadership style has a strong influence on improving the quality of service provided by employees. The quality of employee service is very important for achieving the goals of an organization, such as for hospitals that are oriented towards good quality of service to patients. If the quality of employee service is good, it will have a positive effect on the image of the hospital which can later achieve optimal goals in accordance with the vision and mission of the hospital. In realizing optimal goals, of course, the quality of employee service must continue to be seen. This is where the role of leadership from superiors is needed. Leaders must direct employees properly and correctly. In addition, leaders must also be able to provide good examples for employees because if leaders can provide good examples and good leadership styles, then employees will automatically be influenced by the leadership of superiors given to employees,

this is where it is important to provide good leadership for each employee.

IV. CONCLUSIONS

The following is the conclusion of the study entitled the influence of leadership, motivation, work environment on performance and quality of service at RSU Royal Prima Medan in 2024. Leadership influences employee performance at RSU Royal Prima Medan in 2024. Motivation influences employee performance at RSU Royal Prima Medan in 2024. The work environment influences employee performance at RSU Royal Prima Medan in 2024. Leadership influences the quality of service at Royal Prima Medan Hospital in 2024. Motivation influences the quality of service at Royal Prima Medan Hospital in 2024. The work environment influences the quality of service at Royal Prima Medan Hospital in 2024. Leadership, motivation and work environment influence employee performance at RSU Royal Prima Medan in 2024. Leadership, motivation and work environment influence the quality of service at RSU Royal Prima Medan in 2024. The variable that most influences employee performance at RSU Royal Prima Medan in 2024 is the leadership variable (X1). The variable that most influences the quality of service at RSU Royal Prima Medan in 2024 is the leadership variable (X1).

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