

THE INFLUENCE OF LEADERSHIP STYLE, WORK ENVIRONMENT AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT RSU ROYAL PRIMA MARELAN

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ABSTRACT

This research aims to determine the influence of Leadership Style, Work Environment and Work Discipline on Employee Performance at RSU Royal Prima Marelan. The population of this study was 240 and the sample was calculated using the Slovin formula, resulting in 71 respondents. The method in this research is a quantitative technique. The data collection techniques used were surveys and questionnaires. For data analysis techniques in this research, validity tests, reliability tests, classical assumption tests, multiple linear regression analysis tests, T tests, F tests and coefficient of determination (R²) tests were used using SPSS Windows version 21.0. Based on the research results, it shows that the results of the t test for the Leadership Style variable (X1) do not have a partially significant effect on employee performance with a Sig value. $0.121 > 0.05$, the Work Environment variable (X2) has a partially significant effect on Employee Performance with a value of Sig. $0.010 < 0.05$, and the Work Discipline variable (X3) has a partially significant effect on Employee Performance with a value of Sig. $0.000 < 0.05$. Meanwhile, the results of the F test show that Leadership Style, Work Environment and Work Discipline on Employee Performance have a positive and significant effect simultaneously on employee performance at RSU Royal Prima Marelan with a sig value of $0.000 < 0.05$.

Keywords: Leadership Style, Work Environment, Work Discipline, Employee Performance

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INTRODUCTION

The success of health services in hospitals cannot be separated from various service factors, not only in terms of medical personnel but also the role of non-medical human resources which are interconnected to provide the best service. Therefore, in order to achieve the stated vision and mission of the hospital, hospital management needs to improve employee performance by having a leader's role in directing, coordinating and guiding its employees, so as to create a safe, comfortable work environment and a high level of discipline. for employees to be responsible when carrying out work and employee performance to be maximum so that the hospital's vision and mission can be carried out.

Leadership style is a characteristic that leaders use to influence subordinates so that organizational goals are achieved. The author found the leadership style at RSU Royal Prima Marelan, namely the leader's lack of attention to subordinates or the problems that exist at the hospital. Hospital directors rarely see directly the problems and conditions that occur in hospitals and are less firm in dealing with late employees or doctors who arrive late.

The work environment is everything around an employee that can influence him in carrying out his duties and responsibilities. A work environment that is not yet optimal is measured by the size of the room, humidity, indoor temperature, lighting and layout in several rooms in the hospital, such as the outpatient medical records room which is too small to store patient data, as well as the financial room which is too minimalist so it is needed. larger room to store hospital financial data to make it safer.

Work discipline is an attitude of obedience, respect and compliance with the regulations that apply within the company. Lack of work discipline is also a phenomenon that is currently occurring in hospitals. There are several employees and doctors who often arrive late and leave work during working hours, handing over responsibilities to other employees, resulting in a lot of work piling up.

Employee performance is a work result that can be achieved by a person or group in an organization, in accordance with their respective authority and responsibilities. in

order to achieve organizational goals in accordance with morals and ethics. The following is data on the number of employees at RSU Royal Prima Marelan:

Table 1. Number of Health Personnel Employees at RSU Royal Prima Marelan

No	Health workers	Amount
1	Medical specialist	33 People
2	Doctor of Management	4 People
3	General practitioners	12 People
4	Dentist	3 people
5	Nurse	57 People
6	Midwife	40 People
7	Pharmacist	2 persons
8	ASS	12 People
9	Medical records	4 People
10	Health Analytics	6 people
11	Radiology	4 People
12	Nutritionists	1 person
13	PRB	1 person
14	Nutrition Staff	5 People
15	Physicist	1 person

Source: RSU Royal Prima, 2024

Table 2. Number of Non-Health Staff Employees at RSU Royal Prima Marelan

No	Power Non Health	Amount
1	Sanitation	1 person
2	Finance	5 People
3	Customer Service	8 people
4	Cashier	6 people
5	I.T	2 persons
6	Technician	4 People
7	Security	8 people
8	Ambulance Driver	3 people
9	Stewards	2 persons
10	Laundry	5 People
11	Marketing	1 person
12	Klam Staff	7 People
13	HRD	1 person
14	Logistics	1 person
15	Comcordic	1 person

Source: RSU Royal Prima, 2024

From this table, the total number of employees working at RSU Royal Prima Marelan is 240 people.

Leaders who are less firm in handling problems, work spaces that are less comfortable because they are too narrow and limited equipment, employee work discipline that is still lacking, can be seen from delays and absenteeism from work. The work productivity of employees has decreased.

LITERATURE REVIEW

Leadership style is a way for leaders to influence their subordinates to cooperate and work productively to achieve organizational goals (Hasibuan 2013). Types of Leadership Style according to Sutikno are:

1. Authoratic Type
2. Free Control or Stupid Type
3. Panertalistic type
4. Charismatic type
5. Militaristic Type
6. Pseudo-Democratic Type
7. Democratic type

Work environment

The work environment is everything that is around the worker and that can influence him in carrying out the assigned tasks. (Danang 2015). According to Sedamayanti (2009), the work environment is divided into 2, namely the physical work environment and the non-physical work environment. There are two categories of indicators of the physical work environment, namely the environment that is directly related to employees (such as work centers, chairs, tables, etc.). Intermediate environment or general environment such as lighting, humidity, noise, color, space for movement, work safety. The indicators of the non-physical work environment are the relationship between superiors and subordinates and relationships between co-workers.

Work Discipline

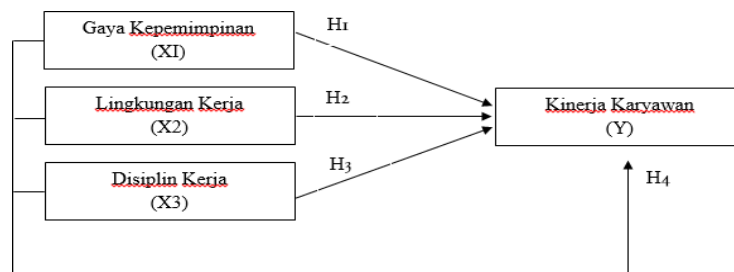
According to Sutrisno (2015) discipline is an attitude of respect for company rules and regulations within employees which causes them to adapt themselves voluntarily to company rules and regulations. Factors that influence work discipline according to Khorinisa (2019), namely:

1. The size of the compensation provided
2. Whether or not there is exemplary leadership in the company
3. Whether or not there are definite rules that can be used as a guide
4. Leadership courage in taking action
5. Whether or not there is leadership supervision
6. Whether or not there is attention to employees
7. Habits are created that support the establishment of discipline

Employee performance

According to Rivai (2005), performance is real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the company. According to Bangun (2012) to measure employee performance is the amount of work, quality of work, punctuality, attendance and ability to work together. The second factor is competency. Our research takes the competency variable which is the cause of declining employee performance due to a lack of motivation and encouragement from sub-district leaders so that most employees are still less agile in carrying out tasks that were completed today and will be completed tomorrow. According to research (Januardin, and Hery, 2020)

conceptual framework



Picture. 1. Conceptual Framework
Source: Processed data, 2024

In accordance with the variables to be studied, the hypotheses in this research are:

H1: Leadership style influences employee performance at RSU Royal Prima Marelان

H2: The work environment influences employee performance at RSU Royal Prima Marelان

H3: Work discipline influences employee performance at RSU Royal Prima Marelان.

H4: Leadership style, work environment and work discipline influence employee performance at RSU Royal Prima Marelان.

METHOD

This research was conducted at RSU Royal Prima Marelان which is located at Jl. Marelان Pasar III Barat No. 187, Rengas Island, District. Medan Marelان. This type of research uses quantitative research methods which are based on the results of questionnaire data that the author distributed to employees, then analyzed using the SPSS program to prove the existence of relationships between variables. In this study the population was 240 people who worked at RSU Royal Prima Marelان and to measure the number of samples the researchers used the Slovin formula

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

Information:

N: Number of Samples

e: Critical Value (10%)

N: Total Population

From the formula above, the following numbers are obtained:

$$n = \frac{240}{240 (0.1)^2 + 1}$$
$$n = 70,5882 \approx 71$$

So the number of samples used after being rounded was 7 respondents. The data collection technique in this research is conducting surveys and giving questionnaires in the form of statements or questions and limited answer options for the choices given.

RESULTS AND DISCUSSION

Multiple Linear Regression

Table 3. Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9,967	4,452		2,239	,029
1 Noyes Leadership	,130	,083	,145	1,568	.121
Lingkungan Torja	,194	.073	,278	2,667	,010
Work Discipline	,597	.132	,471	4,528	,000

a. Dependent Variable: Performance Karyawan

Source: Data Penelitian Processed by SPSS (2024)

$$\text{Employee Performance} = 9,967 + 0.130X_1 + 0.194 X_2 + 0.597X_3$$

Information

1. If the Leadership Style, Work Environment and Work Discipline variables increase in value by one time, it will increase the employee's performance value by 9,967, assuming that the other variables are constant or zero.
2. If the Leadership Style variable increases in value by one time, then the employee performance value is 0.130, assuming that the other variables are constant or zero
3. If the Work Environment variable increases in value by one time, then the employee performance value is 0.194, assuming that the other variables are constant or zero
4. If the Work Discipline variable increases in value once, then the employee performance value is 0.597, assuming that the other variables are constant or zero.

Coefficient of Determination

Table 4. Results of the Summary Model Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.661a	.437	.412	2.63325

a. Predictors: (Constant), Work Discipline , Style Leadership, Environmentn Work

Sourceer: Data Penelitian Processed by SPSS (2024)

Based on the results of the coefficient of determination, it can be seen that the R² value is 0.412 which indicates 41.2%. This means that 41.2% of employee performance variables (Y) are explained by leadership style (X1), work environment (X2), and work discipline (X3). The remaining 58.8 is explained by other variables outside this research.

PengujianMortgagesis SemethodSimultaneous (F Test)

Tabl5. Koe Test ResultefficientMortgagesis Simultaneous ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	361.141	3	120,380	17,361	,000b
Residual	464,577	67	6,934		
Totall	825,718	70			

a. Dependsnt Vafunble: Performance Employeesn

b. Predictors: (Constant), Work Discipline , Style Leadership, Environmentn Work

Sourceer: Data Penelitian Processed by SPSS (2024)

Simultaneous test results for the three hypotheses show that the calculated F value (17.361) is higher than the F table value (2.74) and is 0.000 0.05. This shows that Leadership Style, Work Environment and Work Discipline simultaneously influence employee performance at RSU Royal Prima Marelan

PengujianMortgagesis SePa's wayrcial (T Test)

Tabl6. Koe Test ResultefficientMortgagesis Parcial Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9,967	4,452		2,239	,029
Noyes Leadership	,130	,083	,145	1,568	.121
Lingkungan Torja	,194	.073	,278	2,667	,010
Work Discipline	,597	.132	,471	4,528	,000

a. Dependent Variable: Performance Karyawan

Source: Data Penelitian Processed by SPSS (2021)

Based on the table above, the following test results are obtained:

1. Variable X1

The calculation results show that the significant value is $0.121 > 0.05$, meaning that there is no partial influence between Leadership Style (X1) on Employee Performance (1) at RSU Royal Prima Marelan.

2. Variable X2

The calculation results show that the significant value of t is $0.010 < 0.05$, meaning that there is a partial influence between the Work Environment (X2) on Employee Performance (Y) at RSU Royal Prima Marelan.

3. Variable X3

The calculation results show that the significant value of t is $0.000 < 0.05$, meaning that there is a partial influence between Work Discipline (X3) on Employee Performance (Y) at RSU Royal Prima Marelan.

CONCLUSION

Based on partial test results, the Leadership Style Variable (X1) does not have a significant effect on Employee Performance (Y) at RSU Royal Prima Marelan as proven by the results of the T test with a significance value of 0.121, which means that the value is more than 0.05. Based on partial test results, the Work Environment Variable (X2) has a significant effect on Employee Performance (Y) at RSU Royal Prima Marelan as proven by the results of the T test with a significance value of 0.010, which

means that the value is less than 0.05. Based on partial test results, the Work Discipline Variable (X3) has a significant effect on Employee Performance (Y) at RSU Royal Prima Marelán as proven by the results of the T test with a significance value of 0.000, which means that the value is less than 0.05. Based on partial test results, the variables Leadership Style (X1), Work Environment (X2) and Work Discipline (X3) were proven to simultaneously have a significant effect on Employee Performance (Y) at RSU Royal Prima Marelán as evidenced by the results of the F test with a significance value of 0.000 which means that the value is less than 0.05.

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