

Leadership and work motivation on employee performance of panasea medika madiun clinic



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Abstract

Background: The success of an organization is highly dependent on the quality of its human resources. Effective leadership is able to move and direct employees to work optimally, while high work motivation encourages employees to take the initiative and increase their creativity in achieving organizational goals. Employee work performance is the key to organizational success. The purpose of the study was to analyze the effect of leadership and employee work motivation on employee performance at Panasea Medika Clinic. **Method :** This study uses a quantitative design with a survey method. The research sample amounted to 114 respondents who were employees at the Panasea Medika Clinic inpatient installation. Data were collected using a questionnaire and analyzed using multiple linear regression analysis. **Results:** Bivariate analysis showed a significant influence between work motivation ($p=0.000$; $r=0.533$) and leadership ($p=0.000$; $r=0.475$) on work performance. Multiple linear regression analysis showed that the regression model can explain 40.2% of the variance in work performance. Work motivation is the most influential variable on work performance ($p=0.000$; $B=0.315$). **Conclusion:** both leadership and work motivation have a significant effect on employee performance at Panasea Medika Clinic Madiun. This study recommends that the management of Panasea Medika Madiun Clinic increase efforts to improve work motivation and leadership quality to improve employee performance. Future research can expand the research variables and consider other factors that may affect work performance.

Keywords: Leadership, Motivation, Work Performance

1. Introduction

Qualified human resources are essential for the success of an organization. Effective leaders must be accountable to all employees of the organization (Northouse, 2025). To carry out organizational activities well, employees must be creative and work without waiting for the direction of the leadership. This creativity can help employees become more motivated to achieve organizational goals (Gagné et al., 2019). In general, an employee can achieve good work results if they are driven by the desire and motivation to work hard. Work motivation is an important factor that affects an employee's performance in achieving organizational goals (Ryan, 2023).

If employees have adequate facilities and infrastructure, as well as a salary that matches their job, a worker who works hard will achieve the best results. One source of external motivation is a decent salary, which can maintain employee concentration and morale. Therefore, it is important for leaders to understand and control these factors so that they can get positive responses from employees, which in turn will support the progress of the organization (Northouse, 2025).

Managers can influence worker performance by using external motivations, both positive and negative. Negative motivation is used by punishing poor performance. Positive motivation is given as a reward for good performance such as communication, motivating, making decisions, and exercising control are all aspects of this leadership style. Leaders who are appropriate to their roles can create a work environment that supports employee performance. This will increase employee motivation and give subordinates a positive assessment of their leadership (Riggio, 2023).

No reward for achievements, lack of opportunities to advance, income dissatisfaction, lack of interest in work, negative attitudes, limited knowledge, lack of attention from leadership, and unclear responsibilities are all factors that lead to a decrease in employee motivation and work performance. Stagnation is also caused by other factors, such as limited educational and career opportunities. This can be seen from the lack of discipline, responsibility, and quantity and quality of work, which ultimately hinders the achievement of the company's goals. Therefore, this study aims to analyze the influence of leadership and work motivation on employee performance at Panasea Medika Clinic, as well as explore the factors that affect work motivation, in order to find solutions that can improve performance and achieve clinic goals.

2. Materials and Methods

The design used in this study is quantitative with an observational analytical method with a cross sectional approach taken only at one time. This research was carried out in September-November 2024 at the Panasea Medika Madiun Clinic. The population in this study is all employees at the inpatient installation of the Panasea Medika Clinic as many as 160 respondents. A sample of 114 was obtained by simple random sampling technique. The independent variables are leadership and work motivation. While the dependent variable is employee work performance. The research instrument is in the form of a questionnaire. Data analysis used univariate analysis, bivariate analysis with pearson product moment, and multivariate analysis using dummy linear regression.

3. Results

3.1 Univariate Analysis

Table 1. Distribution of research subjects' frequencies based on age, gender, length of employment and last education

Characteristic	n	%
Age		
21-30 years	29	25,4
31-40 years	55	48,2
41-50 years	29	25,4
51-60 years	1	0,9
Gender		
Female	79	69,3
Male	35	30,7
Length of work		
1-3 years	12	10,5
4-6 years	9	7,9
7-10 years	28	24,6
> 10 years	65	57,0
Last education		
D3 education	88	77,2
S1 education	20	17,5
Nursing Professional Education	6	5,3

Based on Table 1, the results show the characteristics of the research subjects based on age, gender, length of work and last education. In the age category of the respondents, most of the respondents were 31-40 years old, namely 55 respondents (48.2%). The gender of the respondents was mostly female, namely 79 respondents (69.3%). In the category of length of service, most of the respondents had more than 10 years of service, namely 65 respondents (57.0%). The last education of the majority of respondents was D3 education, which was 88 respondents (77.2%).

Based on Table 2, it shows the results of the characteristics of the research variables, namely leadership, work motivation and employee work performance. In the leadership variables, most of them are in the good category, namely 67 respondents (58.8%), the work motivation variable is mostly in the adequate category, namely 59 respondents (51.8%), and the employee performance variable is mostly in the good category, namely 101 respondents (88.6%).

Tabel 2. Karakteristik Variabel Penelitian

Characteristic	n	%
Leadership		
Good	67	58,8
Enough	38	33,3
Less	9	7,9
Work motivation		
Good	49	43,0
Enough	59	51,8
Less	6	5,3
Employee performance		
Good	101	88,6
Enough	11	9,6
Less	2	1,8

3.2 Bivariate Analysis

Table 3. The Relationship Between Work Motivation And Boss Leadership On Employee Performance

Independent variable	Dependent variables	p value	r value
Work motivation	Job performance	0,000	0,533
Boss leadership		0,000	0,475

Based on Table 3 with the Pearson product moment test, the results show that there is an influence of work motivation on work performance with a value of $p=0.000$ and a value of $r=0.533$ and there is an influence of leadership on work performance with a value of $p=0.000$ and a value of $r=0.475$.

3.3 Multivariate Analysis

Table 4. Results of Analysis of the Influence of Leadership and Employee Work Motivation on Employee Work Performance at Panasea Medika Clinic

Variable	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std.Error	Beta		
Work motivation	0,315	0,055	0,436	7,172	0,000
Leadership	0,305	0,065	0,357	5,722	0,000
Coefficient of Determination (r Square Value) : 0,402					

Based on table 4, the results of linear regression analysis show a determination coefficient R Square of 0.402 which means that this study can explain 40.20% of the variable relationships in the study, namely the influence of leadership and employee work motivation on employee work performance. The results of the p value showed that there was an influence of leadership ($p=0.000$) and employee work motivation ($p=0.000$) on employee work performance. Multivariate analysis showed that the most influential variable was work motivation with a significance level of $p=0.000$ and $B=0.315$.

4. Discussion

The Influence of Leadership on Employee Performance

The results of the analysis showed a statistically significant positive relationship between leadership and work performance ($p=0.000$, $r=0.475$). This shows that effective leadership practices are associated with improved employee performance. Bivariate analysis showed a strong correlation, and multivariate analysis confirmed this influence even after considering the influence of employee work motivation.

Optimal employee performance can be realized with the support of leaders who are able to support their abilities and creative process. Effective leadership plays a role in motivating and directing employees to achieve better work results, while less effective leadership can reduce their motivation and performance (Girsang & Syahrial, 2021). Each part of the organization will perform high because they are well integrated with each other and can carry out their functions correctly (Muizu, 2019). The influence of leaders in the organizational environment can improve the quality of human resources (Christensen-Salem, 2021). The success of an organization is about helping others and encouraging them to do the work to achieve the goals that have been set; this depends on the performance of the leader and his employees (Arianty, 2018).

The results of the study showed that most of the respondents (67 respondents or 58.8%) rated the leadership at the Panasea Medika Clinic as "good". These findings show that there is a positive perception of the quality of leadership in their workplace from most employees. However, a significant percentage (41.2%) still rated leadership as "adequate" (38 respondents) or "lacking" (9 respondents). This indicates that although most employees are satisfied with the leadership, there is still room for improvement and development in the leadership area of the clinic.

Supported by the research of the Congress (2024) which states that leaders who succeed in understanding the development of human resource management and leadership principles, and are able to adjust and choose the leadership style that best suits the current situation. The same is true of Selfiani's research (2023) which shows that leadership style has a significant and strong relationship with employee performance, namely with a determination coefficient value of 45.4%.

Any outcome organization can gain a competitive advantage from good performance (Holbert et al., 2021). Job satisfaction and performance will increase with a transformational leadership style. Employee leadership and performance result in positive and significant relationships (Torlak & Kuzey, 2019).

Researchers argue that in order to improve employee performance in hospitals, it is important for leaders to develop effective leadership skills, including good communication skills, proper encouragement, employee development, and setting a good example.

The Influence of Employee Work Motivation on Employee Work Performance

The results of this study show that there is a positive and significant influence of work motivation on employee work performance at Panasea Medika Clinic ($p=0.000$; $r=0.533$), in line with the findings of a number of previous studies. Previous studies have consistently shown a positive correlation between individual motivation and performance. Research conducted by Heriyanti (2022) shows that there is a strong influence between work motivation and employee work performance. Likewise, Aprianti's research (2023) shows that the results of work motivation have a significant effect on employee work performance. It is also supported by the research of Anjelita (2022) which shows that motivation has an effect on employee work performance. Most of the work motivation variables were included in the sufficient category, namely 59 respondents (51.8%).

In this study, age, gender, length of work, and last level of education were individual factors that influenced motivation. A total of 55 respondents (48.2%) were between 31 and 40 years old. Work experience and life perspective are often correlated with age. Financial stability and achievement may be motivation for older employees. Younger employees, on the other hand, may be more encouraged by opportunities to learn and grow (Schröder, 2024). Most of the 79 respondents (69.3%) were women. Based on differences in social expectations, values, and experiences, gender can influence the desire to work. Women will be motivated by work-flexibility or work-life balance, while men may prioritize outcomes and recognition more (Štefko et al., 2017). In the category of long-term employees, the majority of respondents (65, or 57.0%) have more than 10 years of work experience. Confidence and dedication to the job can increase as a result of the work experience accumulated over the years. New hires may be more motivated to demonstrate abilities and gain recognition, while employees with longer working hours may have higher commitment (Hirschi & Spurk, 2021). The last education chosen by the majority of respondents was D3, which was 88 of them (77.2%). Skills, knowledge, and career expectations are often directly related to the level of education. Employees with higher levels of education often seek more challenges and rewards that better suit their abilities, which can affect their motivation to work (Zhenjing et al., 2022).

Researchers argue that work motivation influences a variety of factors, with highly motivated nurses tending to provide the best service and continue to develop professionally. Intrinsic motivation, such as the satisfaction of helping others, has more effect on performance improvement than extrinsic motivation, such as salary and benefits.

The Influence of Leadership and Employee Work Motivation on Employee Work Performance

The results of the analysis showed that work motivation and leadership had a significant positive influence on work performance; work motivation had a slightly greater influence ($B=0.315$) than leadership ($B=0.305$), but the difference between the two was not significant. The two variables together were responsible for 40.2% variation in work performance (R -squared= 0.402). In line with the research of Muhammad Badri Annury (2024) which shows that leadership (X1) and work motivation (X2) together have an influence and significance on employee performance (Y).

Effective leadership and work motivation have a significant influence on employee work performance, with leadership creating a positive work environment that encourages employees to feel valued and motivated (Jerab & Mabrouk, 2023). Through support and inspiration, leaders with supportive leadership styles, such as transformational leadership, can encourage their staff members to achieve common goals (Khan et al., 2020). However, the work motivation of employees, both intrinsic and extrinsic, has a great influence on their performance. Highly motivated employees tend to be more committed to their work, show better productivity, and strive to improve the quality of their work. Employees who feel inspired by their leaders and have strong motivation are also more likely to achieve the desired work performance (Bakri & Aedy, 2024).

The researcher argues that the Panasea Medika Clinic needs to integrate transformational leadership and systems that support intrinsic and extrinsic motivations, such as fair career opportunities and appropriate rewards, to improve job performance. However, other factors such as individuals, organizations, and the external environment, which account for 59.8% of the variation in work performance, require further research for a more comprehensive understanding.

5. Conclusions

The conclusion of this study is that both leadership and work motivation have a significant effect on employee work performance at Panasea Medika Madiun Clinic. This study recommends that the management of Panasea Medika Clinic Madiun

increase efforts to improve work motivation and leadership quality to improve employee work performance. Further research can expand the research variables and consider other factors that may affect work performance.

Conflict of Interest

There is no conflict of interest

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