

Leadership and Motivation form Nurses Performance through Work Loyalty

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Abstract

Efforts to improve performance are carried out with leadership that can perform its functions well, increasing employee work motivation and loyalty. This research analyzes the influence of leadership and work motivation on employee performance through work loyalty. They used the path analysis method, taking samples from 145 respondents and using simple random sampling on nurses at Panti Waluya Sawahan Hospital, Malang. The research results state that leadership and work motivation significantly affect employee performance. Leadership and work motivation have a significant effect on work loyalty. Work loyalty has a significant effect on employee performance. Leadership and work motivation influence employee performance through work loyalty at Panti Waluya Sawahan Hospital, Malang.

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1. Introduction

Hospitals are health institutions providing preventive, curative, rehabilitative, and promotive services for the community. Hospitals must be able to manage resources comprehensively and professionally. Based on this, hospitals must have quality services that are well-maintained and safe for the community. Improve the quality of hospital services must be accompanied by efforts to improve the performance of Human Resources (HR), one of which is by preparing health human resources in any unit in the hospital to be more responsive in providing services (Septiadi et al., 2020). Professional resource management is needed so that employee performance increases.

According to Kasmir (2019), several factors influence performance: ability and expertise, knowledge, work design, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Psychologically, ability consists of potential ability and actual ability. Employees with adequate education supported by proportional ability will find it easier to complete tasks. Every employee requires high loyalty in order to complete their work well. Increasing employee loyalty can improve the quality of resources. The feeling of pride that employees are part of the company is an attitude of loyalty. What is meant by employee loyalty is someone willing or willing to work for an organization in the long term, tries to give the best max, itemizes the success of the organization, and does not plan to leave or move to another organization (Nuriyah & Azizah, 2021).

Leadership is an effort to influence many people through communication to bring about positive change, an important dynamic force that motivates and coordinates an organization to achieve goals (Dubrin, 2005). Leadership is an important factor in providing direction to employees, especially in today's times, where everything is open, so the leadership needed is leadership that can empower employees. Work motivation is the key to a successful organization, maintaining continuity of work in the organization in a strong way and helping it survive (Omollo

& Oloko, 2015). Every human action has a motivation or goal, whether conscious or unconscious, to fulfill the needs concerned. Likewise, every employee's work or activity has a motivation; for example, the employee hopes for income or salary, personal satisfaction from the results of his work, increased status, and appreciation. From fellow employees, their superiors, and others.

Employees are required to carry out their duties professionally so that customers feel safe, comfortable, and satisfied. Likewise, in their work, employees at Panti Waluya Sawahan Hospital must realize the hospital's vision and mission, namely to become the community's hospital of choice that guarantees patient safety and is based on love and imbued with Catholic morals. The results of interviews with 30 employees at Panti Waluya Sawahan Hospital, Malang, on March 5, 2024, were as follows: employee performance: 14 employees (46%) were unable to complete work on time and could not work independently, 30 employees (100%) had compliance as well as responsibility in carrying out tasks, six employees (20%) said leadership was not communicative enough, and decision making was not fast enough, work motivation needed to be increased. Namely, 30 employees (100%) wanted incentives and increased meal allowances.

2. Methods

This research design is quantitative and descriptive causality research analyzing the relationship between exogenous and endogenous variables. This research also includes explanatory research, emphasizing causal relationships between exogenous and endogenous variables. This research was conducted to test the influence of variables X1 (leadership) and X2 (work motivation) on variable Y1 (employee performance) through variable Y2 (work loyalty). Meanwhile, path analysis was used to analyze the influence of variables to obtain information about variables as causal relationships. This research consists of four variables, namely the independent variable X1 (leadership), X2 (work motivation), the dependent variable Y (employee performance), and the intervening variable Y2 (work loyalty). This research was conducted at the Panti Waluya Sawahan Hospital, Malang, located at Jalan Nusakambangan 56 Malang.

Research variables are any form determined by a researcher to be studied so that various information about them can be obtained. Then, conclusions can be drawn according to Sugiyono (2016). Endogenous variables are variables that are influenced by other variables in the model. In this study, the endogenous variable is Employee Performance (Y2).

An independent variable is a variable that, if it exists at the same time as another variable, can change in its diversity. This independent variable can also be called the influence, treatment, power, and independent variable, abbreviated as variable X. This study's exogenous variables are Leadership (X1) and Work Motivation (X2).

Sugiyono (2016) states that intervening variables theoretically influence the relationship between independent and dependent variables into an indirect relationship that cannot be observed and measured. This variable is an intervening/intermediate variable between the independent and dependent variables. In this research, the mediating variable is Work Loyalty (Y1).

Population is a generalized area of objects/subjects with certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2016). The population in this study were 228 nurses who worked at the Panti Waluya Sawahan Hospital, Malang. Sampling used simple random, so in determining the number of research samples, the Slovin formula was used, and 145 people were obtained.

Data collection techniques are techniques or methods used to collect data to be researched. Data collection techniques, the process of collecting data, and the existence of research instruments are an integral part. It is included in the research methodology component because the instrument is used to collect, examine, and investigate the problem being researched. To obtain the desired data using existing procedures, the method for collecting data in this research is:

Sugiyono (2016) states that a questionnaire is a data collection technique that gives respondents a set of questions or written statements to answer. The questionnaire method collects data from several respondents through questions to be answered. Provide a list of existing questions according to the indicators of each variable to be answered. The answers obtained are then

collected as data. The data is processed and included in the research results. Sugiyono (2016) literature study is theoretical, references, and other scientific literature related to culture, values, and norms that develop in the studied social situation. Activities to collect information relevant to the topic or problem that is the object of research. This information can be obtained from books, scientific papers, theses, dissertations, encyclopedias, the internet, and other sources used in this research and given to respondents by distributing questionnaires directly with a Likert scale.

3. Results and Discussion

3.1. Results

The validity test was carried out to determine whether the questionnaire for each item on each research variable was valid. The validity testing criterion is that if the significance is smaller than 0.05, then the item being tested is declared valid. Based on the results of the validity test in this study shown in Table 1, overall, the statement items have a significance value of less than 0.05 (sig. < 0.05), so it can be concluded that all statement items in the research instrument are valid.

Table 1. Validity Test Results

Indicator	Correlation Coefficient	Probability	Results
X1.1	0.481	0,000	Valid
X1.2	0.771	0,000	Valid
X1.3	0.761	0,000	Valid
X1.4	0.681	0,000	Valid
X1.5	0.707	0,000	Valid
X2.1	0.768	0,000	Valid
X2.2	0.752	0,000	Valid
X2.3	0.717	0,000	Valid
X2.4	0.799	0,000	Valid
X2.5	0.784	0,000	Valid
Y1.1	0.872	0,000	Valid
Y1.2	0.912	0,000	Valid
Y1.3	0.824	0,000	Valid
Y1.4	0.868	0,000	Valid
Y2.1	0.699	0,000	Valid
Y2.2	0.775	0,000	Valid
Y2.3	0.803	0,000	Valid
Y2.4	0.747	0,000	Valid
Y2.5	0.642	0,000	Valid

Source: Data Processed (2023)

The reliability test aims to determine the extent to which the measurement results remain consistent when measuring the same symptom twice or more. The reliability test was carried out using Cronbach's Alpha formula with a value of 0.50 – 0.70, indicating that all items were reliable. Based on the reliability test results in Table 2, it is known that the value of Cronbach's Alpha for all variables is greater than 0.70. From the provisions previously mentioned, it can be concluded that all the variables used for research are reliable.

Table 2. Cronbach's Alpha

Variable	Cronbach's Alpha
Leadership	0.881
Work motivation	0.875
Work Loyalty	0.933
Employee performance	0.829

Source: Data Processed (2023)

The multicollinearity test is used to determine whether there is a correlation between the independent variables. If there is a correlation, then there is a multicollinearity problem. In this

study, to determine whether there is multicollinearity between variables, it can be seen from the tolerance value and variance inflation factor (VIF) of each independent variable for the related variable with the criteria of a tolerance value greater than 0.10 and a value (VIF) less than 10. Based on the results of the multicollinearity test in Table 3 show that all the variables used as predictions for the regression model show that the VIF value is all below 10 (<10) and the tolerance value is more than 0.10 (>0.10). So, the independent variables used in the research do not show any symptoms of multicollinearity.

Table 3. Multicollinearity Test Results

Exogenous Variables	Endogenous Variables	Multicollinearity	
		Tolerance	VIF
Leadership	Work Loyalty	0.648	1,542
Work motivation		0.648	1,542
Leadership	Employee performance	0.584	1,713
Work motivation		0.539	1,855

Source: Data Processed (2023)

In this study, heteroscedasticity was tested using the Spearman Rank statistical test. Based on Table 4, all variables have a significant value > 0.05, so it can be concluded that all dependent or independent variables have no heteroscedasticity problems.

Table 4. Heteroscedasticity Test Results

Exogenous Variables	Endogenous Variables	Heteroscedasticity Test	
		t	Sig.
Leadership	Work Loyalty	-1,455	0.148
Work motivation		-0.671	0.504
Leadership	Employee performance	-0.924	0.357
Work motivation		-1,020	0.309

Source: Data Processed (2023)

In this research, the autocorrelation test aims to find out whether there is a correlation between the variables in the prediction model and changes over time.

Table 5. Autocorrelation Test Results

Model Summary (b)				
R	R Square	Adjusted R Square	Std. Error Of The Estimate	Durbin Watson
,715	,511 ^a	,501	2,920	2,091

a. Predictors: (Constant), Work Loyalty, Leadership, Work Motivation

b. Dependent variable: Employee performance

Source: Data Processed (2023)

Table 5 shows that the Durbin Watson (DW) value is 2.091 compared to the table value with a significance value of 5%. The number of respondents is 145 (n), and the number of independent variables is 3 (k), so the Durbin-Watson 6. Table 6 shows that there is no autocorrelation.

Table 6. Durbin Watson Table

N	dL	K = 3	dU
145	1,686		1,771

Source: Data Processed (2023)

Descriptive Analysis

This analysis aims to determine the answers given by respondents to the variable dimensions of leadership, work motivation, work loyalty, and employee performance. Each respondent has a subjective perception of the questionnaire items described. Based on Table 7, respondents' assessments of the leadership variable statement item, the highest indicator with an average value of 4.07 is responsibility (X1.5). Social needs are the highest indicator of work motivation variable, with an average value of 4.17 (X2.3). The highest indicator work loyalty variable with an average value of 4.38 is compliance (Y1.1). The highest indicator employee performance variables with an average value of 4.16 are quantity and effectiveness (Y2.1 and Y2.4).

Table 7. Descriptive Analysis

Variable	Indicator	Average value
Leadership	X1.5	4.07
Work motivation	X2.3	4.17
Work Loyalty	Y1.1	4.38
Employee performance	Y2.2; Y2.4	4.16

Source: Data Processed (2023)

Hypothesis Test Results

The results of the hypothesis in the regression for hypothesis 1 are the influence of leadership (X1) and work motivation (X2) on employee performance (Y2). The results of testing hypothesis 1 in Table 7 show that the leadership beta coefficient value is 0.282 with a significance of 0.001, which can be interpreted as a significance value ≤ 0.05 ($\alpha = 5\%$). This shows that leadership has a significant effect on employee performance. For work motivation, it is obtained that the beta coefficient value is 0.357 with a significance of 0.000, which can be interpreted as a significance value ≤ 0.05 ($\alpha = 5\%$). This shows that work motivation significantly affects employee performance, and it can be concluded that hypothesis 1 is accepted.

Table 8. Hypothesis Test Results 1

Variable	Standardized Coef	t value	Sig value. (ρ)	Information
Leadership	$\beta_1 = 0.282$	3,300	0.001	Significant
Work motivation	$\beta_2 = 0.357$	4,181	0,000	Significant
Dependent variable Employee Performance				
R	0.572			
R-Square (R^2)	0.327			
Adjusted R-Square	0.317			

Source: Data Processed (2023)

The results of the hypothesis test in the regression for hypothesis 2, namely the influence of leadership (X1) and work motivation (X2) on work loyalty (Y1). The results of testing hypothesis 2 in Table 9 show that the leadership beta coefficient value is 0.312 with a significance of 0.000, which can be interpreted as a significance value ≤ 0.05 ($\alpha = 5\%$). This shows that leadership has a significant effect on work loyalty. For work motivation, it was obtained that the beta coefficient value of 0.422 with a significance of 0.000 can be interpreted as a significance value ≤ 0.05 ($\alpha = 5\%$). This shows that work motivation significantly affects work loyalty, and it can be concluded that hypothesis 2 is accepted.

Table 9. Hypothesis Test Results 2

Variable	Standardized Coef	t value	Sig value. (ρ)	Information
Leadership	$\beta_3 = 0.312$	3,970	0,000	Significant
Work motivation	$\beta_4 = 0.422$	5,369	0,000	Significant
Dependent variable Job Loyalty				
R	0.657			
R-Square (R^2)	0.431			
Adjusted R-Square	0.423			

Source: Data Processed (2023)

The results of hypothesis testing in regression for hypothesis 3 are the influence of work loyalty (Y1) on employee performance (Y2). The results of hypothesis testing 3 in Table 10 show that the beta coefficient value of work loyalty is 0.699 with a significance of 0.000, which can be interpreted as a significance value ≤ 0.05 ($\alpha = 5\%$). This shows that work loyalty significantly affects employee performance, and it can be concluded that hypothesis 3 is accepted.

Table 10. Hypothesis Test Results 3

Variable	Standardized Coef	t value	Sig value. (ρ)	Information
Work Loyalty	$\beta_5 = 0.699$	11,694	0,000	Significant
Dependent variable	Employee Performance (Y2)			
R	0.699			
R-Square (R^2)	0.489			
Adjusted R-Square	0.485			

Source: Data Processed (2023)

To prove hypothesis 4, leadership (X1) and work motivation (X2) influence employee performance through work loyalty. Based on the data displayed in Table 11, it can be seen that the total influence of leadership variables on employee performance is 0.265 greater than the direct influence of 0.098; likewise, for work motivation variables on employee performance, the total influence is 0.302 greater than the direct influence, which is equal to 0.099. These results indicate that work loyalty has an intervening/mediation relationship with full mediation properties. Therefore, hypothesis 4 is accepted.

Table 11. Hypothesis Test Results 4

	Direct Influence	Value of ρ	Indirect Influence	Total Influence
Leadership -> Work Loyalty	0.312	0,000		
Work Motivation -> Work Loyalty	0.422	0,000		
Leadership -> Employee Performance	0.282	0.001		
Work Motivation -> Employee Performance	0.357	0,000		
Work Loyalty -> Employee Performance	0.699	0,000		
Leadership -> Work Loyalty -> Employee Performance	0.098		$0.283 \times 0.589 = 0.167$	$0.098 + 0.167 = 0.265$
Work Motivation -> Work Loyalty -> Employee Performance	0.099		$0.344 \times 0.589 = 0.203$	$0.099 + 0.203 = 0.302$

Source: Data Processed (2023)

3.2. Discussion

The Influence Of Leadership And Work Motivation On Employee Performance

The results of data analysis through hypothesis testing state that leadership and work motivation influence employee performance. Nurse leaders ensure regular supervision so that nurses understand their roles and responsibilities in daily tasks, namely the procedures that must be followed and implemented and the provision of supporting facilities and infrastructure. Apart from that, leaders are responsible for the organization's performance; if there are problems, they are brave enough to take risks. If a hospital faces a surge in the number of patients while resources are limited, then the nurse leader, in this case, the Head of Nursing, evaluates the number of patients and the severity of their condition, staff availability, identifies available resources and decides to temporarily transfer the executive nurse from another unit. to units facing increasing patient numbers. Apart from leadership, work motivation is another thing that supports it, namely co-workers supporting each other and getting along well. Support from colleagues can take the form of listening to complaints and giving words of encouragement; when nurses are

overwhelmed with handling patients, other nurse friends will help; apart from that, if there is a problem, they will discuss it with each other so that this can also improve employee performance.

This research aligns with what Firmansyah and Maria (2022) stated: leadership influences employee performance because every work activity requires good two-way communication between leaders and employees to create a conducive work atmosphere. Supportive communication will create a good relationship between leaders and employees so that any direction and support from leaders can improve employee performance. The results of this research also support research conducted by Chao et al. (2017), which concluded that motivation influences employee performance because motivation is a basic need for employees, including getting attention and recognition from the company for good performance by employees.

The Influence Of Leadership And Work Motivation On Work Loyalty

The results of data analysis through hypothesis testing state that leadership and work motivation influence work loyalty. Nurse leaders guide nurses to work according to their main duties and comply with the leadership's directions by following acceptance considerations, understanding directions given by both the leadership and colleagues, carrying out nursing actions by procedures, documenting actions correctly, and continuing to participate in evaluations. To support the best and safest care for patients. Apart from that, leaders are responsible for the organization's performance and dare to take risks if there are problems. Hospitals receive feedback from patients regarding nursing dissatisfaction in certain units. Hence, the steps taken by nurse leaders are to identify problems and their causes, carry out analysis, develop action plans, carry out implementation and supervision, and carry out evaluation and feedback.

Another thing that supports it apart from leadership is work motivation, including co-workers supporting each other and getting along well. Colleague support takes the form of when a colleague is having trouble handling a patient; another nurse friend will help, give each other words of encouragement, listen to complaints, communicate with each other, and discuss if there are difficulties or problems; this can also increase work loyalty. Implementing nurses perceive that co-workers respect each other, leaders praise staff performance, and nurses are allowed to improve their competence and get a promotion if they excel.

The results of this research are those presented by Sinaga and Yudha (2023), who stated that leadership influences loyalty because leaders always appreciate employees' work so that employees are happy and make them loyal. Apart from that, the results of this research also support Allatif et al. (2022), who stated that motivation influences loyalty because the motivation received by employees can create employee enthusiasm for work, the relationship between employees and the company is well-established, thus fostering a sense of loyalty in employees.

Influence Of Work Loyalty On Employee Performance

The results of data analysis through hypothesis testing state that work loyalty influences employee performance. Work loyalty is demonstrated by carrying out work according to the SOP, namely, every time a nurse performs a nursing action, the nurse must follow the procedures set by the hospital to ensure patient safety. Nurses comply with the rules and regulations of the organization by arriving on time according to the established schedule, ready to start their duties without delay, wearing neat uniforms and maintaining cleanliness, wearing personal protective equipment adapted to indications when handling patients, carrying out nursing actions and documenting them carefully. Accurate and complete, comply with directions from leadership and collaborate with colleagues, maintain patient confidentiality, and complete tasks on time. This is done to improve performance. The results of this research align with what Phuong and Le Ha (2019) stated: loyalty influences employee performance because loyalty encourages employees to do work happily, resulting in increased performance.

The Influence Of Leadership And Work Motivation On Employee Performance Through Work Loyalty

The results of data analysis through hypothesis testing state that leadership and work motivation influence employee performance through work loyalty. The impact of a responsible

leader on performance and if there is a problem is the courage to take risks; nurses feel comfortable and safe in carrying out their main duties and functions so that performance increases through loyalty, which is supported by carrying out work by the SOP and complying with organizational rules and regulations. Employee performance increases both in quantity and effectiveness. Employee performance increases in the form of quantity. Namely, employees can complete several jobs according to the targets given. When starting the task, the nurse reviews the task list, makes priorities based on the patient's needs, and ensures that all tasks have been completed. The nurse also avoids delaying work by immediately completing small and easy tasks when there is free time and working with colleagues to complete tasks requiring help. Apart from that, work motivates co-workers to support each other and get along well. Colleague support: When a fellow nurse is overwhelmed with handling patients, other fellow nurses will help, give each other words of encouragement, listen to complaints, communicate with each other, and discuss problems. Apart from that, the perceived work motivation is getting security protection facilities and health insurance while working.

Based on the explanation above, leadership and work motivation can influence employee performance through work loyalty. The results of this research are by the theory put forward by Rizki and Sulistyan (2022) that the factors that influence performance are abilities and skills, knowledge about work, job design, personality and character, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and performance discipline. Apart from that, the above research is on the theory presented by Hadi et al. (2022) that work loyalty has an influence on employee performance; when an employee shows high loyalty to the company, the employee tends to have a higher commitment to organizational goals and is more motivated to improve employee performance.

4. Conclusion

Research results show that leadership and work motivation influence employee performance through work loyalty. For the agency's board of directors, the results of this research provide information that efforts to improve employee performance using leaders must have the courage to take responsibility and risks. Apart from that, leaders must be able to create conditions so that fellow employees support each other in solving every problem. Future researchers can examine other variables relevant to the intention to stay through work loyalty.

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