

# The Influence of the Work Environment and Leadership Style on the Work Performance of Nurses of Santo Yusup Hospital Bandung

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## Abstract

*This study aims to illustrate the partial and simultaneous influence between the Work Environment and leadership style on the work performance of nurses at Santo Yusup Hospital. The type of research used is explanatory research with quantitative approach. This research consists of free variables namely Work Environment and Leadership Style and bound variables namely Nurse Work Achievement. The data collection technique used was a questionnaire distributed to nurses at Santo Yusup Hospital with 173 respondents. Data analysis techniques used are descriptive analysis and multiple linear regression analysis. The results of the study at a significance level of 5% showed that: (1) the work environment and leadership style simultaneously positively and significantly affect the work performance of nurses with an F test grade showing  $F_{count} (82,167) > F_{Table} (3,90)$ . (2) The work environment partially and significantly affects the work performance of nurses with a test score of T showing  $t_{count} (9,787) > t_{Table} (1,974)$ . (3) Leadership style partially and significantly affects the work performance of nurses with a test score of  $t_{count} (3,145) > t_{Table} (1,974)$ .*

**Keywords:** Work Environment; Leadership Style; Work Achievement.

## INTRODUCTION

### Research Background

The success of a hospital is determined by various things such as the availability of complete facilities, supporting facilities and infrastructure, the application of state-of-the-art information technology systems and easy to use, the location or access of hospitals that are easy to reach, appropriate services, fast and accurate, and have medical staff and other professionals who excel in their field. The success of a hospital is determined by various things such as the availability of complete

facilities, supporting facilities and infrastructure, the application of state-of-the-art information technology systems and easy to use, the location or access of hospitals that are easy to reach, appropriate services, fast and accurate, and have medical staff and other professionals who excel in their field.

Factors that affect superior or outstanding human resources in order to be able to complete work effectively and efficiently are supported by a good work environment and appropriate leadership style. According to Sedarmayanti (2017), the work environment is a place for a number of groups in which there are several supporting facilities to achieve the company's objectives in accordance with the company's mission vision. According to Rivai (2014), the style of leadership is a set of characteristics that leaders use to influence subordinates in order for organizational goals to be achieved or it can also be said that leadership style is a pattern of behavior and strategy that is preferred and often applied by a leader.. Therefore, it is necessary

to use leadership style in accordance with the conditions of an organization so that employees are more passionate in carrying out tasks and improving work performance.

The results of the interview conducted by researchers to Santo Yusup Hospital that the leaders had difficulty in finding employees who performed as expected by the organization. According to Sedarmayanti (2017), work achievement is a process through which the organization evaluates or assesses employees' work performance.

### **Problem Formulation**

1. How does the Work Environment affect the Work Performance of Nurses in hospitals. Santo Yusup Bandung?
2. How does the Leadership Style affect the Work Performance of Nurses in hospitals. Santo Yusup Bandung?
3. How the Work Environment and Leadership Style affect the Work Performance of Nurses in hospitals. Santo Yusup Bandung?

### **Research Objectives**

1. To find out the influence of the Work Environment on the work performance of nurses in hospitals. Santo Yusup Bandung.
2. To find out the influence of leadership style on nurse's work performance in hospital. Santo Yusup Bandung.
3. To find out the influence of the Work Environment and leadership style on the Work Performance of Nurses in hospitals. Santo Yusup Bandung.

## **LITERATURE REVIEW**

### **Work Environment**

Work environment means a situation where employees do work every day. There are times when every employee has the same right to get comfort in working. Because if the employee is comfortable with the job, then the employee will do the job wholeheartedly without complaining. For example, lack of air conditioning in the administrative office, employees work becomes less comfortable and unfocused due to overheating caused by no incoming air circulation (Muayanah et al., 2017).

### **Leadership Style**

Leadership style is the behavior and strategy applied by a leader whose output can affect the performance or achievements of subordinates. According to Hasibuan (2016) states that: "Leadership Style is a way for a leader to influence subordinate behavior that aims to encourage high job passion, job satisfaction and employee productivity, in order to achieve maximum organizational goals."

### **Work Achievement**

According to Mangkunegara (2015), work achievement is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Based on this understanding, it can be concluded that the higher the work performance achieved by employees, the higher the organizational performance. Therefore, work achievements must be continuously improved to achieve the objectives of the organization.

### **Previous Research**

#### **The Influence of the Work Environment on Work Achievement**

Work environment means a situation where employees do work every day. According to research conducted by Fitri Athalia Putri (2018) on The Influence of Work Environment and Work Stress Against Employee Performance at PT. The Automation Systematics Pro states that Work environment and work stress affect employees' work performance partially and simultaneously.

**a. The Influence of Leadership Style on Work Achievement**

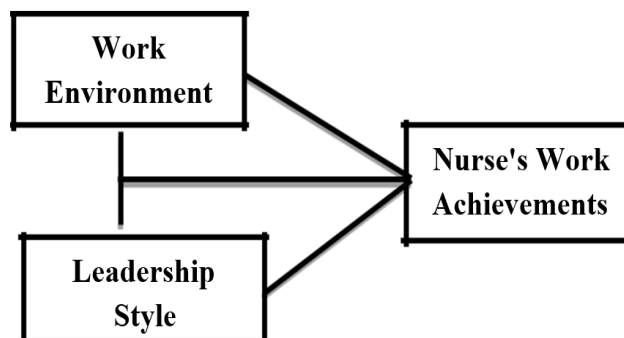
Leadership is one of the important factors in realizing the success of an organization. Therefore, the role of a leader is very important in carrying out the vision of the mission of the organization. According to the research journal Harbelia Retna Kumala and Teni Agustina entitled "The Influence of Leadership Style on Employee Performance in the Bogor District Archives and Library Office" states that the leadership style can affect employee achievement by 54%.

**b. The Influence of the Work Environment and Leadership Style on Work Achievement**

Work achievement is related to the work environment that supports the existence of an organization as well as the leadership style of an organization leader. Based on research conducted by Amelinda Putri, Nurlaely, and Heri Subagyo with the title "Influence of Leadership Style and Work Environment on Employee Performance at PT BPR Agro Cipta Adiguna Pare" stated that the leadership style has a positive and significant effect on employee performance with the results of t test 0.003, and the work environment has a positive and or significant effect on employee performance where the test result value is 0.001.

**Research Paradigm**

Based on the factors that have the influence of the Work Environment and Leadership Style on The Work Performance of Nurses in hospitals. Santo Yusup Bandung, the paradigm of this research is shown by the following figure:



**Figure 1. Research Paradigm**

**Research Hypothesis**

Based on the description above, the researchers proposed several hypotheses in this study as follows:

1. H1: There is a significant influence between the Work Environment and the Work Performance of Nurses in hospitals. Santo Yusup Bandung.
2. H2: There is a significant influence between the Leadership Style on The Work Performance of Nurses in hospitals. Santo Yusup Bandung.
3. H3: There is a significant influence Between Work Environment and Leadership Style on Nurse's Work Achievements in hospitals. Santo Yusup Bandung.

**RESEARCH METHODS**

Research method is a way used by researchers in collecting research data. The method used by the author is descriptive and verificative method.

## **Data Collection Techniques**

### **Literature Studies**

According to Sugiyono (2017), literature study is an important step where after a researcher sets the topic of research, the next step is to conduct theoretical studies and references related to the research carried out.

### **Literature Studies**

In this literature study, the authors adopted an open library system where by collecting data or information through reading materials on the problems studied. With this literature technique is expected to get the support of the theory in the discussion of the problem, namely by citing the opinions of experts, this is expected to clarify and strengthen the discussion to be described.

### **Field Studies**

#### **Interview**

In the research, there needs to be relevant data to be used as support in the ongoing research, one of which is through interviews.

According to Esteberg in Sugiyono (2015), the interview is a meeting conducted by two people to exchange information of an idea by way of question and answer, so that it can be reduced to a conclusion in a particular topic. In this study, researchers used depth interview techniques.

According to Manzilati (2017), in-depth interviews are interactions or conversations that take place between one interviewer and interviewee. Therefore, in this case, the researchers also released the data through interviews to get really relevant information from relevant sources in this case to the head of Santo Yusup Hospital Bandung.

#### **Observation**

Observation or observation technique is one of the data collection techniques commonly used to assess something through its observation of the object directly, thoroughly and systematically. Structured observations are observations made using observation guidelines, so that researchers develop their observations based on developments that occur in the field. This observation makes it possible to find out, analyze about the influence of the Work Environment and Leadership Style on The Work Performance of Nurses at Santo Yusup Hospital Bandung.

## **Types and Data Sources**

### **Types of Research**

In this study the authors used quantitative research, because the data obtained later in the form of numbers. From the numbers obtained will be further analyzed in the analysis of data. This research consists of three variables, namely Work Environment and Leadership Style as independent variables and Work Achievement as dependent variables.

### **Data Source**

A data source is everything that can provide information about data. Based on the source, the data is distinguished into two, namely primary data and secondary data. Primary data is data created by researchers for the specific purpose of solving the problems that are being handled. Secondary data is data that has been collected for the purposes other than solving the problems that are being faced, including: literature, articles, journals and websites on the Internet related to research conducted.

## Population and Sample

### Population

According to Sugiyono (2017), population is a generalization area consisting of objects and subjects that serve a certain quantity and characteristics applied by researchers to be studied and then drawn conclusions. The population in this study is a permanent employee who works as a nurse at Santo Yusup Hospital Bandung.

### Sample

According to Sugiyono (2017), the sample is part of the number and characteristics owned by the population. Based on formulas

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

Slovin the number of samples specified in this study is: Description:  $n$  = number of samples  $N$  = number of population  $e$  = estimated error rate (5%) If calculated produces a sample of at least 137 employees from 208 employees.

## Measurement Scale

### Nominal Scale

Nominal scale is the simplest scale arranged by type (category) or number function as a symbol to distinguish a characteristic from other characteristics.

### Ordinal Scale

Ordinal scale is a scale based on rank sorted from the higher level to the lowest level or vice versa.

### Interval Scale

Interval scale is a scale that shows the distance between one data and another data and has the same weight.

### Scale Ratio

Ratio is a measurement scale that has an absolute zero value and has the same distance. Of the four measurement scales, to measure the results of The Influence of Work Environment and Leadership Style on Work Achievement, researchers used ratio scales.

## ANALYSIS METHODS

### Validity and Reliability Test

An instrument is said to be valid when it is able to measure what it wants and can collect data from precisely researched variables. According to Sugiyono (2017), validity test was conducted to measure whether the data that has been obtained after research is valid data and measuring instruments used (Questionnaire). The conclusion to perform validity of an instrument is to look at the probability of error from correlation (symbolized by Sig.). Sig's grades.  $< \alpha 0,05$ . According to Sugiyono (2017), a reliable instrument is an instrument that when used several times to measure the same object will produce the same data. An instrument is said to be reliable if Cronbach' alpha value is greater than 0.6.

### Classic Assumption Test

#### Test Normality

Data normality testing is used to determine whether the data is distributing normally or not. According to Imam Ghozali (2016), normality test is done to test whether in a regression model, an independent variable and dependent variable or both have normal or abnormal distribution. In the data normality test can be done by using One Sample Kolmogorov Smirnov test with the provision of significance value above 5% or 0.05 then the data has a normal distribution. Whereas, if the test results of One Sample Kolmogorov Smirnov produce a significant value below 5% or 0.05 then the data does not have a normal distribution.

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### **Multicollinierity Test**

According to Imam Ghozali (2016), in multicollinearity testing aims to find out if the regression model found a correlation between independent variables or free variables.

### **Heteroscedasticity Test**

According to Imam Ghozali (2016), this test aims to test whether in a regression model there is discomfort variant of residual in one observation to another.

### **Multiple Linear Regression**

According to Sugiyono (2017), multiple linear analysis is used by researchers, when researchers predict how the ups and downs of dependent variables (cryptium), when two or more independent variables as predictor factors are increased in value (manipulated).

### **Hypothesis Test (F)**

According to Imam Ghozali (2018), one of the ways of performing F Test (simultaneous) is: If  $F_{\text{calculate}} > F_{\text{table}}$ , then  $H_0$  is rejected and  $H_1$  is accepted, this means that all independent variables simultaneously and significantly affect dependent variables. If  $F_{\text{calculate}} < F_{\text{table}}$ , then  $H_0$  is accepted and  $H_1$  is rejected, this means that all independent variables simultaneously and significantly do not affect dependent variables.

### **Hypothesis Test (t)**

The hypothesis test (t) is used in partially testing the hypothesis to show the influence of each individual independent variable on dependent variables by comparing the calculated T value with the table T.

According to Imam Ghozali (2018), one way of doing a t Test (partial) is:  $t_{\text{calculate}} > t_{\text{table}}$ , then  $H_0$  is rejected and  $H_1$  is accepted, this means that all variables are independent individually and significantly affect dependent variables. If  $t_{\text{calculate}} < t_{\text{table}}$ , then  $H_0$  is accepted and  $H_1$  is rejected, this means that all individually independent and significant variables do not affect dependent variables.

### **Determinant Coefficient Analysis**

The coefficient of determination test aims to measure how far the model's ability to explain dependent variable variations (Imam Ghozali, 2018). To represent the small amount of the contribution of variable X to variable Y can be determined by the formula of coefficient of determination.

## RESULTS AND DISCUSSION

### Results

#### Validity and Reliability Test

Variabel	Pernyataan	Sig	Status	Cronbach Alpha	Status
Lingkungan Kerja (X <sub>1</sub> )	X <sub>1.1</sub>	0,00	Valid	0,643	Reliabel
	X <sub>1.2</sub>	0,00	Valid		Reliabel
	X <sub>1.3</sub>	0,00	Valid		Reliabel
	X <sub>1.4</sub>	0,00	Valid		Reliabel
	X <sub>1.5</sub>	0,00	Valid		Reliabel
	X <sub>1.6</sub>	0,00	Valid		Reliabel
	X <sub>1.7</sub>	0,00	Valid		Reliabel
	X <sub>1.8</sub>	0,00	Valid		Reliabel
	X <sub>1.9</sub>	0,00	Valid		Reliabel
	X <sub>1.10</sub>	0,00	Valid		Reliabel
Gaya Kepemimpinan (X <sub>2</sub> )	X <sub>2.1</sub>	0,00	Valid	0,688	Reliabel
	X <sub>2.2</sub>	0,00	Valid		Reliabel
	X <sub>2.3</sub>	0,00	Valid		Reliabel
	X <sub>2.4</sub>	0,00	Valid		Reliabel
	X <sub>2.5</sub>	0,00	Valid		Reliabel
	X <sub>2.6</sub>	0,00	Valid		Reliabel
	X <sub>2.7</sub>	0,00	Valid		Reliabel
	X <sub>2.8</sub>	0,00	Valid		Reliabel
	X <sub>2.9</sub>	0,00	Valid		Reliabel
	X <sub>2.10</sub>	0,00	Valid		Reliabel
Prestasi Kerja (Y <sub>1</sub> )	Y <sub>1.1</sub>	0,00	Valid	0,718	Reliabel
	Y <sub>1.2</sub>	0,00	Valid		Reliabel
	Y <sub>1.3</sub>	0,00	Valid		Reliabel
	Y <sub>1.4</sub>	0,00	Valid		Reliabel
	Y <sub>1.5</sub>	0,00	Valid		Reliabel
	Y <sub>1.6</sub>	0,00	Valid		Reliabel
	Y <sub>1.7</sub>	0,00	Valid		Reliabel
	Y <sub>1.8</sub>	0,00	Valid		Reliabel
	Y <sub>1.9</sub>	0,00	Valid		Reliabel
	Y <sub>1.10</sub>	0,00	Valid		Reliabel

Sumber : Hasil olahan data, 2020

Table 1, the significant value of each statement is  $< \alpha 0.05$  it is concluded that each statement is valid. The alpha Cronbach value of each  $> 0.6$  then each statement is reliable.

#### Classic Assumption Test

##### Test Normality

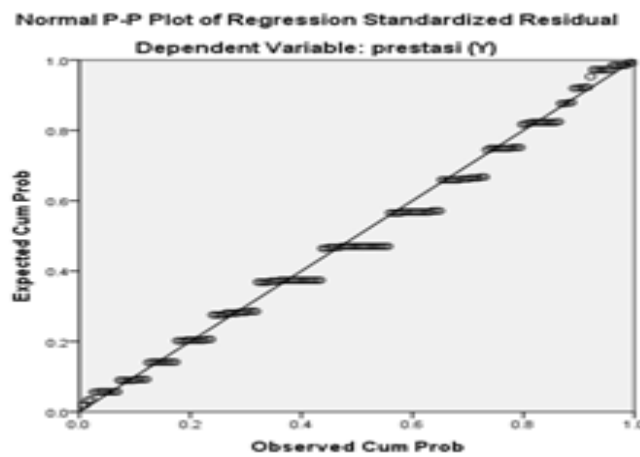


Figure 1. Test Normality

Source: Processed Data, 2020

Figure 1 shows that the Normal P-P of Regression Standardized Residual graph describes the spread of data around a diagonal line and its spread following the direction of the graph's diagonal line.

### Multicollinierity Test

**Table 2. Multicollinearity Test**

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Work Environment	0,807	1,238
Leadership Style	0,807	1,238

Source: Processed Data, 2020

Table 2 shows that the coefficient output of the model, is said to have no symptoms of multicollinearity if the VIF < 10. The calculation resulted in a VIF value for the Work Environment (X1), Leadership Style (X2) below the number 10, so it can be concluded that there are no symptoms of multicollinearity in the regression model.

### Heterocesdastisity Test

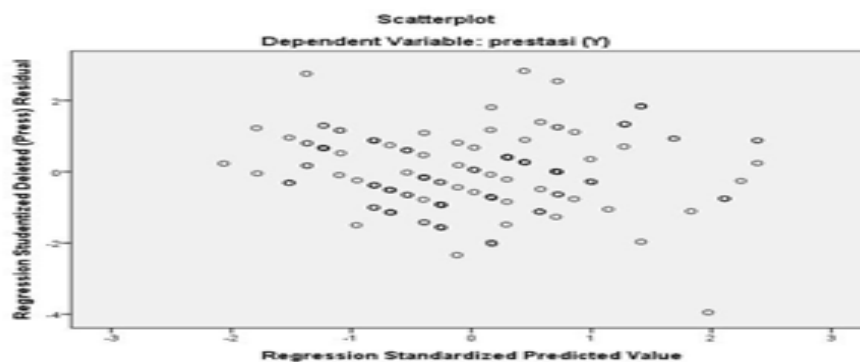


Figure 2. Heterocesdastisity Test

Source: Processed Data, 2020

Figure 2 shows that scatterplot graphs displayed for heterocesdastisity tests show dots that spread randomly and no clear pattern is formed and in the spread of those points spread below and above the number 0 on the Y axis.

### Multiple Linear Regression Analysis

**Table 3. Multiple Regression Analysis Results**

Model	Unstandardized Coefficients	
	B	Std. Error
(Constant)	3,58	1,55
Work Environment	0,439	0,450
Leadership Style	0,214	0,680

Source: Processed Data, 2020

The results of multiple linear regression equations are:

$$Y = 3,58 + 0,439 X1 + 0.214 X2 + e$$

1. The constant value of 3.58 means that, if the Work Environment, and Leadership Style are constantly researched, then the Nurse's Work Performance at Santo Yusup Hospital is 3.58.
2. The coefficient of regression of the work environment of 0.439 means that improving the work environment will increase the performance of nurses at Santo Yusup Hospital by 0.439.
3. The leadership style regression coefficient value of 0.214 means that the leadership style will affect the performance of nurses at Santo Yusup Hospital by 0.214.

### Hypothesis Test (F and t tests)

#### Simultaneous Test

**Table 4. Summary of F Test Results**

F	Sig.
82,16	0,00
7	0 <sup>b</sup>

Source: Processed Data, 2020

Table 4 shows that the significance level, p-value = 0.000 < 0.05, also shows F\_count (82,167) > F\_Table (3.90) so it can be concluded that H0 is rejected or Ha is accepted which means that the Work Environment (X1) and Leadership Style (X2) jointly have a significant effect on Work Performance (Y).

#### Partial Test

**Table 5. Summary of T Test Results**

	t	Sig
(Constant)	2,309	0,022
Work Environment	9,787	0,000
Leadership Style	3,145	0,002

Source: Processed Data, 2020

Table 5 shows that the Value of t\_count (9,787) > t\_Table (1,974), meaning that H0 is rejected, then partially the Work Environment (X1) has a significant effect on Work Performance (Y). The t\_count (3,145) > t\_Table (1,974), which means H0 is rejected, then partially the Leadership Style (X2) has a significant effect on Work Performance (Y).

#### Result of Coefficient of Determination (Adjusted R2)

**Table 6. Coefficient of Determination Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.702 <sup>a</sup>	.493	.487	1.603

a. Predictors: (Constant), Leadership Style (X2), Work Environment (X1)

b. Dependent Variable: Work Performance (Y)

Source: Processed Data, 2020

Based on the calculation using a formula, the coefficient of determination obtained is 0.4928. This can be interpreted that the variable work performance of nurses is 49.28% influenced by

the work environment and leadership style. Meanwhile, the remaining 50.72% were influenced by other variables that were not examined in this study.

## DISCUSSION

### **The Influence of the Work Environment, and Leadership Style on Work Achievement**

The results showed that the work environment had a significant positive effect on the work performance of nurses at Santo Yusup Hospital. This means that every increase and decrease in work performance is influenced by the improvement or decrease in the condition of a work environment.

### **The Influence of Leadership Style on Work Achievement**

The results showed that the leadership style had a significant positive effect on the work performance of nurses at Santo Yusup Hospital. Any increase and decrease in the work performance of nurses at Santo Yusup Hospital is influenced by the leadership style.

## CONCLUSION

The conclusions of this study are:

1. The Work Environment, and Leadership Style simultaneously significantly influenced the work performance of nurses at Santo Yusup Hospital.
2. The work environment partially affects the work performance of nurses at Santo Yusup Hospital.
3. Leadership style partially affects the work performance of nurses at Santo Yusup Hospital.

## SUGGESTIONS

The advice that can be given is:

1. Considering the Work Environment, and Leadership Style has a significant positive influence and contributes significantly to the Work Performance of nurses at Santo Yusup Hospital, the Santo Yusup Hospital must pay attention to the Factors of Work Environment and Leadership Style.
2. The results of the research can be used for the development of human resource management science, especially for the Work Environment, Leadership Style and Work Achievement.
3. In this study that was studied only limited to the influence of the Work Environment, and Leadership Style to Work Performance Style While other factors that also affect work performance that has not been revealed how much influence, hopefully in the next research can discuss other factors that have not been studied in this study.

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