



The Effect of Leadership Style, Work Motivation and Salary on Employee Performance at The Pratama Clinic of Dr.X

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ABSTRACT

The purpose of this study was to reveal the extent to which leadership style, motivation, and salary influence employee performance at the dr. X primary clinic. The research method is a descriptive quantitative approach. The sample taken was 18 respondents. In data collection using online questionnaires and direct observation. Data analysis techniques using SPSS. The findings of the study indicate that employee performance increased significantly due to the positive impact of leadership style, motivation, and salary.

Keywords: *Leadership style; Motivation; Salary; Employee performance*

INTRODUCTION

Humans are important assets in an organization, because without good human resources (HR), an organization will find it difficult to achieve its vision and mission. Agencies need HR so that operational efficiency increases in the agency. The achievements of an organization are also related to individual achievements, the actions of each person will provide strength and success. achieving goals for agency performance. Because of the positive performance of employees, organizational goals can be achieved. Conversely, if employees are ineffective, namely unable to meet the demands of the work that has been given by the organization, the organization will experience obstacles in realizing these targets. Organizational performance depends on individual performance, which is influenced by various factors such as leadership, motivation, and salary.

Pratama Clinic dr. X faces HR issues, where non-medical employees often have to do double duty which results in decreased motivation and performance. Employees feel less motivated due to low salaries and inappropriate policies. This has an impact on patient service and a decrease in the number of patient visits. The problem of delays and low work motivation also affect work results. HRD Pratama Clinic dr. X said that different things cause this level of delay, such as lack of passion or motivation to complete work on time, as well as the desire to achieve achievements.

Leaders encourage subordinates to believe that they can achieve valuable results through serious effort by providing programs that affect their performance is in Robbins, Robert House developed the Path Goal Theory (Z, 2020). The way a leader leads an agency increasingly influences the work environment and how effectively the organization achieves its goals. Leadership skills can be said to be possessed by someone if two basic abilities are in him, namely (1) being carefully observed and (2) showing compassion for others. Effective leadership and proper motivation are very important in improving employee performance.

According to Abraham Maslow, work motivation can be understood in the context of the hierarchy of needs theory, which identifies five levels of interrelated human needs. Work motivation according to Maslow can be defined as an effort to meet these needs sequentially, which affects the level of individual satisfaction and performance in work. According to (Erna Angreani Manuain, 2022) motivation is a driving force that creates the desire of parties to synergize, work optimally, and have integrity with all abilities in order to realize good achievements and happiness. Therefore, motivation includes how to optimize the strengths and capacities of subordinates to contribute efficiently to achieving and realizing targets.

One thing that is seen as a consideration. employee performance besides proper leadership and motivation, is fair salary. Salary is one of the compensations given for successfully completing tasks or jobs within a period or period. In order to calculate the burden of employee duties, regulations are also needed in this wage system. When the agency bears the payment according to the wage allocation, the workforce is increasingly enthusiastic about achieving the targets of an agency. However, there are major consequences and opportunities for decreased workforce productivity if the rewards given are not commensurate with their responsibilities (Abdi & Aminudin, 2024). Therefore, wages have a major effect on an agency.

Based on the description of the phenomenon, it can encourage the author to conduct research using the title "The Influence of Leadership Style, Work Motivation and Salary on Employee Performance at the Dr. X Primary Clinic".

METHOD

The research method used is a quantitative research type with the aim of obtaining information on the values of variables separately, either one or more variables, without connecting them to other variables (Sugiyono, 2012). The research subjects or individuals who are the focus of this study All permanent employees at the Pratama Clinic dr. X as many as 18 people were used as samples in this study. Saturated sampling, also known as a census, was used as a sample. One method in analyzing data is descriptive analysis techniques, a method used to describe information taken in its original form without any interpretation process that is drawn and can be generalized. In data collection, researchers used online questionnaires with a Likert scale of 1-5 and direct observation using the SPSS application data processing method.

RESULT AND DISCUSSION

As mentioned in the methodology, the validity of the questionnaire was confirmed through Pearson's correlation coefficient, with all items showing significant correlations with their respective total scores. This indicates that the items are valid measures of the constructs they are intended to assess.

Result

Validity and Reliability

From the validity test applied using the SPSS version 25 program and the product moment correlation method, the value of each statement item is generated and displayed in the table below:

Table 1. Validity Test

Leadership Variable (X1)					Salary Variable (X3)				
Item	r Hitung	Sig.	r Tabel	Information	Item	r Hitung	Sig.	r Tabel	Information
A1.1	0,686	0,05	0,400	Valid	C3.1	0,934	0,05	0,400	Valid
A1.2	0,615	0,05	0,400	Valid	C3.2	0,937	0,05	0,400	Valid
A1.3	0,894	0,05	0,400	Valid	C3.3	0,835	0,05	0,400	Valid
A1.4	0,633	0,05	0,400	Valid	C3.4	0,946	0,05	0,400	Valid
A1.5	0,857	0,05	0,400	Valid	C3.5	0,915	0,05	0,400	Valid
A1.6	0,752	0,05	0,400	Valid					
A1.7	0,736	0,05	0,400	Valid					
Work Motivation Variable (X2)					Employee Performance Variable (Y)				
Item	r Hitung	Sig.	r Tabel	Information	Item	r Hitung	Sig.	r Tabel	Information
B2.1	0,694	0,05	0,400	Valid	D1	0,476	0,05	0,400	Valid
B2.2	0,605	0,05	0,400	Valid	D2	0,548	0,05	0,400	Valid
B2.3	0,821	0,05	0,400	Valid	D3	0,559	0,05	0,400	Valid
B2.4	0,752	0,05	0,400	Valid	D4	0,876	0,05	0,400	Valid
B2.5	0,696	0,05	0,400	Valid	D5	0,799	0,05	0,400	Valid
B2.6	0,650	0,05	0,400	Valid	D6	0,713	0,05	0,400	Valid
B2.7	0,628	0,05	0,400	Valid	D7	0,565	0,05	0,400	Valid

Source: Managed data, 2024

Through the use of the r product moment table, n (sample) is set to $18-2 = 16$ with sig. $\alpha = 0.05$, so that the r table is obtained at 0.3338. Referring to the table above, the results of the validity test show that the calculated r value of each indicator exceeds the r table value. This indicates that the indicators of the leadership variables. (X1), work motivation. (X2), salary. (X3) and employee performance (Y) are considered valid as measuring instruments in this study.

Reliability testing estimates the accuracy of a survey that includes indicators of a construct, Ghazali (Brandion & Lestariningsih, 2023). Reliability testing is implemented to measure the certainty of research instruments. A research instrument can be declared reliable if its Cronbach's Alpha value exceeds zero point six.

Table 2. Reliability Test

No	Variabel	Reliability Coefficient	Information
1.	Leadership (X1)	0.858	Reliable
2.	Work Motivation (X2)	0.817	Reliable
3.	Salary (X3)	0.950	Reliable
4.	Employee Performance (Y)	0.752	Reliable

Source: Managed data, 2024

From the table, it can be concluded that each variable is reliable based on the findings of the previous dependency test. This can be seen from each variable item having a Cronbach's alpha value that is greater than the typical value of 0.60. Thus, it can be said that the questionnaire used in this study is a reliable questionnaire because all measurement variables are reliable.

Asumy Classic

Before continuing the regression analysis, a classical assumption test was performed to ensure the suitability of the data for the regression analysis.

- a. Normality Test: The Kolmogorov-Smirnov test shows that the data for all variables are normally distributed, with a p-value greater than 0.05, which is 0.200. This indicates that the normality assumption is met.
- b. Multicollinearity Test: The Variance Inflation Factor (VIF) values range between 1.4 and 2.1, well below the threshold of 10. All Tolerance values are above 0.1, indicating that multicollinearity is not a concern in this analysis.
- c. Heteroscedasticity Test: The results of the multicollinearity image do not show significant heteroscedasticity, the points are evenly spread, what is meant by evenly here is that the vertical position of the points is below and above the number 0 and the position of the points is not gathered on one side only.

Hypothesis Test

Table 3. t-Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,225	2,740		7,382	,000
	Leadership	,308	,138	,390	2,236	,042
	Work Motivation	,342	,142	,360	2,409	,030
	Salary	-,605	,094	-,924	-6,410	,000

Source: Managed data, 2024

Table 4. F-Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	220,698	3	73,566	18,928	,000 ^b
	Residual	54,413	14	3,887		
	Total	275,111	17			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Leadership, Work Motivation, Salary						

Source: Managed data, 2024

Table 5. Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,896 ^a	,802	,760	1,971
a. Predictors: (Constant), Leadership, Work Motivation, Salary				
b. Dependent Variable: Employee Performance				

Source: Managed data, 2024

The F table value is 3.411, the F table is obtained from $Df1 = k-1$ where k is the number of variables, $Df = 4-1 = 3$ as the numerator, and $Df2 = n-k-1$ where $18-4-1 = 13$ as the denominator. So in the F test it can be concluded that the hypothesis is accepted in other words leadership (X1), work motivation (X2) and salary (X3) simultaneously affect employee performance (Y) because $18.928 > 3.411$. This means that employee performance will improve along with the increasing results of the f calculation of leadership style, work motivation, and salary.

Based on the SPSS output table "model summary" above, the R square value or coefficient of determination is known to be 0.802. This R square value comes from the squaring of the correlation value or "R" which is $0.896 \times 0.896 = 0.802$. This figure means that the leadership variables (X1), work motivation (X2) and salary (X3) simultaneously influence employee performance (Y) by 80.2% while the remaining 19.8% is influenced by other variables that are not studied.

Discussion

The Influence of Leadership on Employee Performance

Referring to the experiments that have been done, the table in the t-test shows a calculated t value of $2.236 > t$ table 2.160 with a significance of $0.042 < 0.05$ which shows that leadership has a positive and significant effect on the performance of Pratama clinic employees. This leadership variable is a variable that affects employee performance in Pratama clinics because leaders must apply a potential attitude, involve employees in work, provide solutions when problems occur and employees need to get serious attention from leadership in the organization. This means that leaders must be more representative, because leadership affects the increase in employee performance. If the leader does not reflect a good leader, employee performance will continue to decline.

This study is validated by House's theory in Robbins (2007) which explains that leaders encourage high performance achievement by giving tasks that convince their subordinates that valuable results can be achieved with serious effort. In addition, the results of this study are supported by previous research by Research by Tanjung, Rona, et al., (2021) entitled "The Influence of Leadership Style, Work Environment, Workload and Compensation on Employee Performance at Lamoist Layer Cake". Employee performance is influenced well and significantly by the way of leading, as shown by the results of this study. Employees experience a significant impact from a positive work environment. A positive and significant influence is given by workload on employee performance. Performance is positively and significantly influenced by compensation.

The Influence of Work Motivation on Employee Performance

Referring to the experiments that have been done, the table in the t-test shows a calculated t value of $2.409 > t$ table 2.160 with a significance of $0.030 < 0.05$ which indicates that motivation has a positive and significant effect on employee performance at the Pratama Clinic. Based on the results of the study, employee achievement/performance can motivate workers to be more enthusiastic in working. If employee motivation increases in achieving their achievements, employee performance will be improved. Employee performance will increase.

The results of this study are supported by the theory according to Djamarah, when motives are connected with appropriate rewards, individuals experience a state of arousal called motivation. In addition, the results of this study are supported by previous research Research by Ghofar & Sandria (2022) entitled "The Influence of Leadership Style, Motivation and Compensation on Employee Performance at PT. AXA FINANCIAL INDONESIA Bogor Branch ". Motivation has been proven to have a positive and significant influence on employee performance at PT. AXA Financial Indonesia Bogor Branch according to the results of the study. Employee performance at PT. AXA Financial Indonesia Bogor Branch is not significantly affected by leadership style variables and compensation variables.

The Influence of Salary on Employee Performance

Referring to the experiments that have been done, the table in the t-test shows a calculated t value of $-6.410 > t$ table 2.140 with a significance of $0.000 < 0.05$ which shows that salary has a negative and significant effect on employee performance at the Prata Clinic. This means that the higher the salary, the lower the level of employee performance. Performance can be improved by real contributions even though the effect of salary is considered weak.

The results of this study are in line with the theory of Lestari & Erik (2018) who said that "salary is a financial incentive received by workers for their role in helping the company achieve its goals". In addition, the results of this study are supported by previous research by Idul Fitri S. (2021) entitled "The Effect of Compensation and Leadership on Performance Mediated by Employee Motivation at PT. Trikarya Cemerlan (TKC) at Nipah Mall Makassar". It was found in this study that performance was negatively and significantly influenced by the compensation variable, a positive and insignificant influence on performance was shown by leadership, and a positive and significant influence on performance was caused by motivation. It was found that work motivation was positively and significantly influenced by compensation and leadership partially.

The influence of leadership style, work motivation, and salary on employee performance simultaneously.

Referring to the experiments that have been carried out, the table in the f test shows a t-value of $18.928 > 3.411$ which shows that leadership (X1), work motivation (X2) and salary (X3) simultaneously affect employee performance (Y). This indicates that the higher the level of leadership, work motivation and salary, the higher the employee performance in the clinic. This is in accordance with the fourth hypothesis supported by previous research by M Aminudin (2024) which shows that leadership, work motivation and salary have a simultaneous and significant effect on employee performance.

CONCLUSION

Based on the findings of the study and research conducted by the author regarding the Influence of Leadership Style, Work Motivation and Salary on Employee Performance at the Pratama Clinic, the following conclusions can be drawn:

1. The positive and significant impact of leadership style on employee performance at Pratama Clinic has been felt. With the improvement of leadership style, employee performance at Pratama Clinic has also increased.
2. The increase in work motivation directly increases employee performance at Pratama Clinic. This means that work motivation has a big positive impact on employee performance at Pratama Clinic.
3. The negative and significant impact of salary on employee performance at Pratama Clinic is seen, and an increase in salary will improve employee performance.
4. Employee performance is significantly and simultaneously influenced by leadership style, work motivation, and salary.

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