

# The Effect of Leadership, Work Environment and Motivation on Nurse Performance

Sitti Zubaedah<sup>1\*</sup> Joko Prasetyo<sup>2</sup>

<sup>1\*2</sup> Master of Nursing Study Program, Institut Ilmu Kesehatan (IIK) Strada Indonesia

## ARTICLE INFO



**Correspondence Email:**  
[edapelu73@gmail.com](mailto:edapelu73@gmail.com)

**Keywords:**  
Leadership, Work Environment, Work  
Motivation, Nurse Performance

**DOI:**  
<https://doi.org/10.33096/jmb.v10i1.517>

## ABSTRACT

This study aims to examine and analyze the influence of leadership, work environment and motivation on the performance of nurses at the Jayapura Papua Regional General Hospital. The population in this study were all nurses at the Jayapura Regional General Hospital, Papua, totaling 348. The technique used to determine the sample in this study was simple random sampling technique to measure the sample size to be studied. After doing calculations with the slovin formula, the number of samples used after being rounded up is 100 nurses. The data source for this research is primary data, namely data obtained from the results of distributing questionnaires to all respondents. The statistical method used to test the hypothesis is multiple linear regression analysis with the help of SPSS. The results of this study indicate that based on the partial test Leadership and motivation have a positive but not significant effect on Nurse Performance, while the work environment has a positive and significant effect on Nurse Performance and the results of the simultaneous test Leadership, Work Environment and Motivation simultaneously have a positive and significant effect on Nurse Performance.

## ABSTRAK

Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh kepemimpinan, lingkungan kerja dan motivasi terhadap kinerja perawat pada Rumah Sakit Umum Daerah Jayapura Papua. Populasi dalam penelitian ini adalah seluruh perawat Rumah Sakit Umum Daerah Jayapura Papua yang berjumlah 348. Teknik yang digunakan untuk menentukan sampel dalam penelitian ini adalah teknik simple random sampling Untuk mengukur besaran sampel yang akan diteliti. Setelah melakukan perhitungan dengan rumus slovin, maka jumlah sampel yang digunakan setelah dibulatkan yaitu sebanyak 100 perawat. Sumber data penelitian ini adalah data primer, yaitu data yang diperoleh dari hasil penyebaran kuesioner kepada seluruh responden. Metode statistik yang digunakan untuk menguji hipotesis adalah analisis regresi linear berganda dengan bantuan SPSS. Hasil penelitian ini menunjukkan bahwa berdasarkan uji parsial Kepemimpinan dan motivasi berpengaruh positif tetapi tidak signifikan terhadap Kinerja Perawat, Sedangkan lingkungan kerja berpengaruh positif dan signifikan terhadap Kinerja Perawat dan hasil dari uji simultan Kepemimpinan, Lingkungan Kerja dan Motivasi secara simultan berpengaruh positif dan signifikan terhadap Kinerja Perawat.



This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

## INTRODUCTION

Every hospital will strive to improve high nurse performance; therefore, a hospital needs to foster competitive nurse performance to have a competitive advantage and provide full service to patients. The company utilizes Human Resources (HR) to achieve competitive performance. HR is an essential asset in a company that must be formed to improve company performance (Dahlan & Riyanto, 2021). A company's success cannot be separated from the performance of its human resources or employees. HR plays a somewhat important role in the company's activities in achieving company goals. HR is required to be able to carry out the tasks appropriately assigned. Therefore, a performance appraisal is needed to determine how far the nurse can play a role in the growth and development of the nurse herself. Performance is the result of work that a person or group can achieve in an organization, by their respective

authorities and responsibilities, to achieve the goals of the organization concerned legally, not violating the law, and by morals and ethics (Qomariah et al., 2021).

Performance is the result of work achieved by someone based on job requirements. Performance indicators include quantity (amount of work), quality (quality of work), and precision time (performance accuracy) is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him (Mangkunegara & Prabu, 2016; Razak et al., 2018). Nurse performance results from work in quantity and quality for a certain period. The leader in a company is the main thing that is highlighted. Like a ship, the leader is the captain who drives its speed toward its destination. To move the ship, the captain needs help to work; the help of his crew is needed. Leadership theory is how a person becomes a leader or how a leader arises.

People with the authority to give assignments can persuade or influence other people through good relationship patterns to achieve predetermined goals. Leadership is influencing a group toward achieving a vision or set of goals. Research conducted (Isvandiari & Al Idris, 2018; Muizu et al., 2019; Nasution & Ichsan, 2021) shows that leadership significantly positively affects employee performance. In contrast, research (Marjaya & Pasaribu, 2019; Posuma, 2018) shows that leadership has no significant effect on employee performance.

According to Prayogi (2021), motivation comes from the Latin word *move*, which means encouragement or giving a driving force that creates enthusiasm for one's work so that someone wants to work together, work effectively, and integrate with all their efforts to achieve satisfaction. Hasibuan (2016) states that work motivation is a condition or energy that drives employees who are directed or directed to achieve the company's organizational goals. Nurses' positive attitude toward work situations strengthens their work motivation to achieve maximum performance.

Nurses with high motivation usually have high performance, too; for this reason, an increase in motivation will spur nurses' enthusiasm to achieve maximum results. Motivation is the factor that directs and encourages a person's behavior or desire to carry out an activity expressed through strenuous effort. Motivation is often interpreted as driving someone to do something to get the best results (Faith & Lestari, 2019). Therefore, the motivating factors of a person to perform a specific action, in general, are the needs and desires of that person. If he wants and needs something, he will be compelled to do specific actions to get what he wants or needs. The motivation that exists in a person is the driving force that will manifest a behavior in order to achieve self-satisfaction. Previous research (Fernanda & Sagoro, 2016; Hanafi & Yohana, 2017; Tirtayasa, 2019) shows that motivation positively and significantly affects employee performance. In contrast, research (Pasaribu, 2019) shows that motivation does not significantly affect employee performance.

Jayapura Papua Regional General Hospital, a health service agency/institution, provides health services efficiently and effectively by prioritizing healing, recovery, improvement, prevention, and referral services and organizing education and training, research and development, and community service public. To improve the performance of nurses at the Jayapura Regional General Hospital in Papua, there are still many obstacles to be faced, making it challenging to achieve organizational goals. Conditions that have not been ideal at the Jayapura Papua Regional General Hospital include nurses coming to work late, resting early and coming to work late, disobedience to superiors, working lazily, often leaving assignments

and work, there are traders entering the room offering products, lack of facilities and infrastructure, leaving work early. This has a negative impact on decreasing the performance of nurses, such as decreasing the desire of nurses to achieve work performance, lack of punctuality in completing work so that they do not comply with regulations, even colleagues who also lose enthusiasm and no example should be used as a reference in achieving good work performance. This shows that nurses must have high motivation and discipline in their duties.

The phenomenon related to the decline in nurse performance may have occurred due to the weak aspect of leadership at the Jayapura Papua Regional General Hospital as one of the primary keys that also determines the success or failure of an organization. Based on the researchers' observations, the nurses felt that the new leadership was too focused on carrying out tasks after a change at the leadership level. This can be seen in the leadership policies that emphasize nurses be more professional at work and must have a high commitment and responsibility towards work. The impact that arises on subordinates, namely assuming this change, is an imposition of the leadership's will on subordinates to always work harder, while attention to nurses is still lacking, especially regarding attention to the welfare of nurses.

Several factors can be included in the work environment and significantly influence morale and enthusiasm for work, including coloring, cleanliness, ventilation, lighting, music, security, and noise. From this explanation, a conducive work environment can increase nurses' work motivation to achieve organizational goals optimally. A company/agency wants the performance of nurses to be good and optimal. Previous research (S. M. Hasibuan, 2018; Lestary & Chaniago, 2017) found that the work environment significantly affects employee performance. In contrast, research (Pasaribu, 2019) found that the work environment has no significant effect on performance. Based on the description of the background of the problem and the existence of research gaps, the researcher is interested in conducting research that aims to determine the effect of leadership, work environment, and motivation on nurse performance.

Leadership in a company is a factor that determines the success or failure of a company or business. Because successful leadership shows that the management of a company has been carried out successfully as well. Leadership is the culmination of policymaking, which all nurses will carry out. A leader can influence his subordinates by fostering, directing, and giving instructions for the smooth functioning of nurses in carrying out their work (Tri Indriyanto & Irmawati, 2014).

Robbins and Judge (2015) argued that "leadership is the ability to influence a group towards achieving a set vision or goal." According to Rivai (2011), "leadership is a pattern of behavior designed in such a way as to influence subordinates in order to maximize the performance of their subordinates so that organizational performance and organizational goals can be maximized." A leader must apply a leadership style to manage his subordinates because a leader will significantly influence the organization's success in achieving its goals.

According to researcher Edwin Ghiselli in Prayudi (2017), certain traits for effective leadership are a. Ability in his position as a supervisor (supervisory ability) or the implementation of essential management functions, especially direction, and supervision. b. The need for achievement at work includes seeking responsibility and the desire for success. c. Intelligence includes wisdom, creative thinking, and thinking power. d. Assertiveness, or the ability to make decisions and solve problems competently and appropriately. e. Confidence, or

the view of himself as the ability to deal with problems. f. The initiative, or the ability to act independently, develops activities and finds new ways or innovations.

According to Putra (2018), in leadership functions, for the group to run effectively, a person must carry out two main functions, namely: (1) task-related functions or problem-solving, and (2) maintenance functions group (group maintenance) or social. The first function concerns the provision of suggestions for completion, information, and opinions. The second function includes everything that can help other groups, mediate opinions, etc.

Sunyoto (2012) argues that "motivation is how to encourage one's work enthusiasm so that they want to work optimally to achieve organizational goals." Motivation can also be interpreted as essential in encouraging people to act a certain way. Bentar (2017) argues that "motivation is a process that explains integrity, direction, and persistence of efforts to achieve a goal." In this definition, there are three key elements, namely: intensity, direction, and persistence. Intensity relates to how hard a person tries. Intensity can produce satisfactory performance if associated with a direction that benefits the organization. An effort that is directed consistently toward organizational goals is the effort that should be made. Then the persistence element measures how long the individual can maintain his business.

There are two types of motivation: positive and negative (M. S. P. Hasibuan, 2016; Pancasila et al., 2020): a. Positive motivation (Positive Incentives). Positive motivation means that managers motivate (stimulate) subordinates by giving prizes to those who excel above standard performance. With positive motivation, the morale of subordinates will increase because humans generally like to accept what is acceptable. b. Negative Motivation (Negative Incentives). Negative motivation means that if the manager motivates subordinates with standards, they will get punished. With this negative motivation, the morale of the subordinates in the short term will increase because they are afraid of being punished.

In another study David Mc. With the theory of achievement motivation in Sutrisno (2017), Clelland explains that "motivation is a condition that encourages a person to achieve maximum achievement." According to this achievement theory, three essential components can be used to motivate people to work, namely the need for 1) Need for achievement, which is the need to achieve success, which is measured based on a standard of perfection in a person. This need is closely related to work and directs behavior to achieve specific achievements. 2) Need for affiliation is warmth and support for other people. This need direct behavior to establish intimate relationships with other people. 3) Need for power, control, and influence over other people.

The work environment is the entire work infrastructure around employees doing their work (Chandra, 2016). According to Nilasari (2018), the work environment is the condition of everything around the employee's workplace that can influence him in his work. This opinion shows that the work environment is very influential on the performance of nurses in carrying out their duties. Therefore, work environment planning arrangements must be designed in such a way as to be conducive for nurses to carry out activities in a safe and comfortable atmosphere.

Robbins (2015) defines employee performance "as the result of an employee's work during a certain period compared to various possibilities, for example, standards, targets/goals or criteria that have been determined in advance and have been mutually agreed upon." Based on this understanding of performance, it can be concluded that performance is the result of work achieved by employees in an organization by the authority and responsibilities given by the

organization to achieve the vision, mission, and goals of the organization concerned legally, not violating the law and by morals and ethics and work results in both in quality and quantity produced by a person.

According to Noviyanti (2019), two factors can affect employee performance. These two factors will likely be considered by leaders so that employee performance can be optimal: 1) Ability Factor. Psychologically, employee abilities consist of potential and reality abilities (knowledge and skills). This means that it will be easier for employees to achieve the expected performance if they employee has sufficient knowledge and expertise for their position and is skilled at doing work according to their expertise (the right man in the right place, the right man in the right job). 2. Motivational Factors. Motivation encourages behavior and influences and changes behavior. The functions of these motivations are 1. They are encouraging the emergence of behavior or an act. Motivation is necessary for there to be action or deed. 2. Motivation functions as an influence, meaning directing actions to achieve the desired goal. 3. Motivation functions as a driving force. The size of the motivation will determine sooner or later a job.

According to Mangkunegara (2016), two factors affect employee performance: a. Individual Factors. Psychologically, an average individual is an individual who has high integrity between his psychological (spiritual) and physical (physical) functions. The individual has good self-concentration with high integrity between psychological and physical functions. This good concentration is the principal capital of individual humans to manage and utilize their potential optimally in carrying out activities or daily work activities in achieving organizational goals. b. Organizational Environmental Factors. Organizational work environment factors are very supportive of individuals in achieving performance. The organizational environmental factors include clear job descriptions, adequate authority, challenging work targets, effective communication patterns, harmonious work relationships, a respectful and dynamic work climate, career opportunities, and relatively adequate work facilities.

H<sub>1</sub>: Leadership has a positive effect on the performance of nurses at the Jayapura Papua Regional General Hospital

H<sub>2</sub>: Work motivation has a positive effect on the performance of nurses at the Jayapura Papua Regional General Hospital

H<sub>3</sub>: Work Environment has a positive effect on the performance of nurses at the Jayapura Papua Regional General Hospital

## RESEARCH METHOD

This type of quantitative descriptive research determines the degree of relationship and influence between two or more variables. The population in this study were nurses who worked at the Jayapura Regional General Hospital, Papua, with a total of 348 people. The technique used to determine the sample in this study is a simple random sampling technique, where this technique is a random sampling technique in the population. To measure the sample size to be studied, we use the slovin formula. After doing calculations with the slovin formula, the number of samples used after being rounded up is 100 nurses. The source of data used in this research is primary data. Primary data is obtained directly from the research object using a questionnaire instrument. The results of filling out the questionnaire were measured using a Likert scale where



each answer had a score of 5 (SS = Strongly Agree), a score of 4 (S = Agree), a score of 3 (KS = Disagree), a score 2 (TS = Disagree) and score 1 (STS = Strongly Disagree). The data that has been collected will be analyzed through several stages of testing. The first stage is to perform descriptive statistical tests. The second stage is the data quality test which consists of (a validity test and a reliability test). The third stage is the classical assumption test (normality test, heteroscedasticity test, multicollinearity test). The fourth stage is to test all the hypotheses proposed in this study which will be proven through a partial test (t-test), simultaneous test, and test of the coefficient of determination.

**Table 1. Operational Variable**

Variable	Item	Indicator	Reference
Leadership (X1)	X1.1	Directive	(Prayudi, 2017; Putra, 2018)
	X1.2	Supportive	
	X1.3	Participatory	
	X1.4	Achievement oriented	
Work motivation (X2)	X2.1	Need for Achievement	(Elqadri & Wardoyo, 2015; Juniantara & Riana, 2015)
	X2.2	The Need for Power	
	X2.3	The need for affiliation	
Environment Work (X3)	X3.1	Lighting	(Hidayati et al., 2019; Parashakti et al., 2020)
	X3.2	Color	
	X3.3	Music	
	X3.4	Air	
	X3.5	Voice	
Nurse Performance (Y)	Y1.1	Quality	(Iman & Lestari, 2019; Tri Indriyanto & Irmawati, 2014)
	Y1.2	Quantity	
	Y2.3	Task demands	
	Y2.4	Responsibility	

## RESULTS AND DISCUSSION

Respondents in this study were nurses at the Jayapura Regional General Hospital in Papua. Three characteristics of respondents were included in this study, namely, based on age, gender, and recent education. To clarify the characteristics of the intended respondent, data regarding the respondent is presented in table 2 below.

**Table 2. Demographic Data**

Variable	Measurement	n	%
Gender	Laki-laki	56	56
	Perempuan	44	44
Age	21-30	62	62
	31-40	38	38
	D3	23	23
Education Level	S1	48	48
	S2	29	29

Based on table 2, of the 100 people who were made respondents in this study; there were 56 male respondents and 44 female respondents. Respondents aged 21-30 were 62 people, and those aged 31-40 years were 38 people. Characteristics of respondents based on their last education D3 totaling 23 people, 48 people S1 and 29 people S2.

The first stage is descriptive statistical analysis. Descriptive statistical data aims to display relevant information contained in the data. Researchers use descriptive statistics to provide an overview or description of data seen from the range, minimum, maximum, sum, and average. The results of descriptive statistical tests using the SPSS program in this study can be seen in table 3.

**Table 3. Descriptive Analysis Results**

	N	Minimum	Maximum	Mean	Std. Deviation
Leadership _X1	100	18	40	31.66	4.574
Motivation _X2	100	6	20	15.84	2.698
Work environment _X3	100	21	35	28.14	3.117
Nurse Performance _Y	100	19	30	24.14	2.879
Valid N (listwise)	100				

*Source: SPSS Outputs, 2022*

Based on table 3, of the 100 total data, the Leadership variable (X1) has a maximum value of 40 and a minimum value of 18 while the mean value is 31.66, the standard deviation is 4.574, meaning that the data varies less because the standard deviation value is smaller than the mean. Variable, Motivation (X2) has a maximum value of 20 and, a minimum value of 6 and, a mean value of 15.84, a standard deviation of 2.698, meaning that the data varies less because the standard deviation value is smaller than the mean; Work Environment Variable (X2) a maximum value is 35, and the minimum value is 21 while the mean value is 28.14, the standard deviation is 3.117, meaning that the data varies because the standard deviation value is greater than the mean. The Nurse Performance variable (Y) has a maximum value of 30. A minimum value of 19 means is 24.14, and the standard deviation is 2.879, meaning that the data is less varied because the standard deviation is smaller than the mean.

The second stage is the research data instrument test which consists of validity and reliability tests. The instrument is said to be good if the research instrument meets the main requirements, namely valid (valid) and reliable (reliable). In this study, to determine the validity of a variable, testing was carried out using the Validity Analysis technique with a correlation value above 0.30. The results of the analysis can be seen in table 4.

**Table 4. Validity and Reliability Test Results**

Variable	Instrument	r-calculated	r-table	Cronbach Alpha	Info
X1	X1.1	0,738	0,300	0,877	Valid dan reliable
	X1.2	0,798	0,300		Valid dan reliable
	X1.3	0,732	0,300		Valid dan reliable
	X1.4	0,705	0,300		Valid dan reliable
	X1.5	0,776	0,300		Valid dan reliable
	X1.6	0,809	0,300		Valid dan reliable
	X1.7	0,766	0,300		Valid dan reliable
	X1.8	0,857	0,300		Valid dan reliable
X2	X2.1	0,761	0,300	0,823	Valid dan reliable
	X2.2	0,870	0,300		Valid dan reliable
	X2.3	0,796	0,300		Valid dan reliable
	X2.4	0,796	0,300		Valid dan reliable
X3	X3.1	0,653	0,300	0,832	Valid dan reliable
	X3.2	0,656	0,300		Valid dan reliable

	X3.3	0,810	0,300		Valid dan reliable
	X3.4	0,584	0,300		Valid dan reliable
	X3.5	0,761	0,300		Valid dan reliable
	X3.6	0,705	0,300		Valid dan reliable
	X3.7	0,706	0,300		Valid dan reliable
	Y1.1	0,633	0,300		Valid dan reliable
	Y1.2	0,606	0,300		Valid dan reliable
Y	Y1.3	0,796	0,300	0,790	Valid dan reliable
	Y1.4	0,553	0,300		Valid dan reliable
	Y1.5	0,708	0,300		Valid dan reliable
	Y1.6	0,894	0,300		Valid dan reliable

Source: SPSS Outputs, 2022

Table 4 shows that the statement items on the variables Leadership, Motivation, Work Environment, and Nurse Performance have an  $r$  count  $> 0.30$ . It can be concluded that the questionnaire data used in the study is valid and can reveal data and the variables studied precisely. Based on the results of the reliability test, it can be seen that the variables Leadership, Motivation, Work Environment, and Nurse Performance each have a Cronbach's alpha value  $> 0.60$ , so it can be concluded that the questionnaire data used in the study is reliable and can be relied upon and remains consistent if repeated measurements are carried out.

The third stage is the classical assumption test, consisting of a normality test, heteroscedasticity test, and multicollinearity test. The normality test is used to test whether, in the regression model, the confounding or residual variables have a normal distribution. The normality test method used is the Kolmogorov-Smirnov. The test results can be seen in table 5.

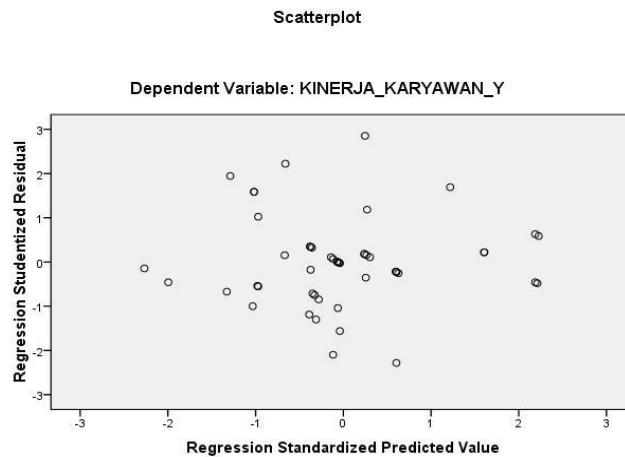
**Table 5. Normality Test Results  
One-Sample Kolmogorov-Smirnov Test**

			Unstandardized Residual
N			100
Normal Parameters <sup>a</sup>	Mean		.0000000
	Std. Deviation		1.91523260
Most Extreme Differences	Absolute		.162
	Positive		.162
	Negative		-.070
Kolmogorov-Smirnov Z			1.141
Asymp. Sig. (2-tailed)			.141

Source: SPSS Output 2022

Table 5 shows that the significance value is 0.141, which means it is more significant than 0.05, so it can be concluded that the research data are typically distributed. Furthermore, the heteroscedasticity test aims to test whether, in the regression model, there is an inequality of variance from one residual observation to another. If the variance from the residual of one observation to other remains, it is called homoscedasticity; if it is different, it is called heteroscedasticity.





**Figure 1. Heterokedasticity Test Results**

In a good regression model, heteroscedasticity usually needs to be experienced. Through the scatterplot graph, it can be seen whether a regression model has heteroscedasticity or not. If there is a specific pattern in the graph, it indicates that heteroscedasticity has occurred. Figure 1 shows that the points spread randomly and are spread both above and below the number 0 on the Y-axis. So there is no heteroscedasticity in the regression model in this study.

Furthermore, the multicollinearity test aims to test the existence of a correlation between the independent variables in the regression model. In a good regression model, there should be no correlation between variables. To test the presence or absence of multicollinearity in the regression model, it can be seen from the tolerance value and its opponent by looking at the variance inflation factor (VIF). The commonly used cut-off value is the tolerance value of 10. One way to test for multicollinearity can be seen from the Variance Inflation Factor (VIF). If the VIF value  $> 10$ , multicollinearity occurs. The results of the multicollinearity test are presented in table 6.

**Table 6. Multicollinearity Test Results**  
**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership_X1	.443	2.244
	Motivation_X2	.924	1.087
	Work Environment_X3	.459	2.218

a. Dependent Variable: Nurse Performance

Source: SPSS Outputs, 2022

Based on table 6, it can be seen that Leadership has a tolerance value of 0.443 less than one and a VIF value of 2.244 less than 10, Motivation has a tolerance value of 0.924 less than one and a VIF value of 1.087 less than ten and the Work Environment has a tolerance value of 0.459 less of 1 and the VIF value of 2.218 is less than 10, it can be concluded that the data does not experience multicollinearity.

**Table 7. Autocorrelation Test Results**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.747 <sup>a</sup>	.650	.573	1.977	2.347

a. Predictors: (Constant), Environment\_Work\_X3, Motivation\_X2, Leadership\_X1

b. Dependent Variable: Nurse Performance \_Y

Source: SPSS Output 2022

The Durbin Watson value shows a value of 2.347, a dL value of 1.1228, and a Du value of 1.6540; when viewed from table 7, it can be concluded that the decision-making criteria that the DW value is between -2 and +2 can be concluded that in this study there is no autocorrelation or free from autocorrelation.

After the results of the classical assumption test are carried out, and the overall results show that the regression model meets the classical assumptions, the fourth stage is to evaluate and interpret the multiple regression model. Multiple linear regression tests are conducted to determine the functional relationship between independent variables and dependent variables. The test results can be seen in table 8.

**Table 8. Multiple Linear Regression Results Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		
	B	Std. Error	
1 (Constant)	4,570	2,771	
Leadership_X1	,018	,093	
Motivation_X2	,018	,111	
Work Environment _X3	,668	,136	

a. Dependent Variable: Nurse Performance

Source: SPSS Output 2022

Based on table 8, the regression equation can be arranged as follows:

$$Y = 4.570 + 0,018 + 0,018 + 0,668 + e$$

In the multiple linear regression equation, it can be explained in detail that the constant value (a) = 4,570 indicates a constant value; if the value of the independent variables (Leadership, Work Environment, Motivation) =, then Nurse Performance will increase by 4,570. Leadership Variable regression coefficient of 0.018 has a positive effect on Nurse Performance. This shows that the performance will increase by 0.018, and if the performance variable is increased by 1%, the performance will increase by 18%, assuming the values of other variables are the same.

The regression coefficient of the Motivation Variable 0.018 has a positive effect on Nurse Performance. This shows that the performance will increase by 0.018, and if the performance variable is increased by 1%, the performance will increase by 18%, assuming the values of other variables are the same. The work Environment variable regression coefficient of 0.668 positively affects Nurse Performance. This shows that performance will increase by 0.668, and if the Work Environment variable is increased by 1%, performance will increase by 66.8%, assuming the values of other variables are constant. Furthermore, the partial test is used to determine whether

the independent variable (X) significantly affects the dependent variable (Y). The test was carried out with a significant level of 0.05. The test results can be seen in table 9.

**Table 9. T test results**  
**Coefficients<sup>a</sup>**

	Model	t	Sig.
1	(Constant)	1,649	,106
	Leadership_X1	,194	,859
	Motivation_X2	,162	,882
	Work Environment _X3	4,912	,000

a. Dependent Variable: Nurse Performance

Source: SPSS Output 2022

Based on the results of the partial test, it is known that Leadership has a t-count value  $(0.194) < t\text{-table } (1.992)$  and a sig.  $0.859 > 0.05$ , meaning that leadership has no partial and insignificant effect on nurse performance; thus, hypothesis 1 is rejected. The motivation variable has a t-count value  $(0.162) < t\text{-table } (1.992)$  and a sig.  $0.882 > 0.05$ , meaning that motivation has no partial and insignificant effect on nurse performance; thus, Hypothesis 2 is rejected. The Work Environment variable has a t-count value  $(4.912) > t\text{-table } (1.992)$  and a sig.  $0.000 < 0.05$ , meaning that the Work Environment variable has a partial and significant effect on Nurse Performance; thus, Hypothesis 3 is accepted.

The F statistical test shows whether all the independent or independent variables included in the model have a combined effect on the dependent/dependent variable. The simultaneous regression test results can be seen in table 10.

**Table 10. F Test (Simultaneous)**  
**ANOVA<sup>a</sup>**

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	358,345	3	119,448	41.323	.000 <sup>a</sup>
	Residual	280,391	97	2,890.629		
	Total	638,736	100			

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

b. Dependent Variable: Nurse Performance

Source: SPSS Output 2022

Based on table 10, the f-count value  $(41.950) > f\text{-table } (2.73)$  and the sig.  $(0.000) < 0.05$ , so leadership and motivation, and work environment (X3) simultaneously affect nurse performance. Furthermore, the coefficient of determination was analyzed to see the magnitude of the influence of leadership, work motivation, and work environment on nurse performance. The test results can be seen in table 11.

**Table 11. Coefficient of Determination**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.747 <sup>a</sup>	.560	.528	1.977

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

Source: SPSS Output 2022

Based on table 11, the coefficient of determination ( $R^2$ ) is 0.560 or 55.7%. The magnitude of the coefficient of determination shows that the independent variables consisting of Leadership, Motivation, and Work Environment can explain the dependent variable, namely Nurse Performance by 56% while the remaining 44% (100% - 56%) is explained by other variables not included in the research model.

## **Discussion**

### *The influence of leadership on Nurse Performance*

The results of the study show that the leadership variable does not affect nurse performance; this can be seen because the results of the t-test showed that the leadership variable has a t-count value that is smaller than the t-table and a significant value is greater than the probability value, so based on the SPSS output results in it can be concluded that the leadership variable partially has no positive and insignificant effect on nurse performance. According to Chapman, a leader must have good communication delivery so that his subordinates can receive it well; the leader must be able to convey something clearly, do not ask questions from nurses because of unclear what is conveyed; good communication between leaders and nurses can make the goals of the agency/company can be achieved optimally. Good leadership can influence the success of nurses in achievement and will lead to organizational success in achieving its goals. Leaders need to consider the most appropriate leadership style to maximize performance and quickly adapt to all organizational situations. One of the indicators of leadership is the ability to listen; one of the characteristics that every leader needs to have is the ability and willingness to hear the opinions and or suggestions of other people, especially their subordinates, and to provide support, prioritize results over process and give instructions. With leadership, that is, to the situation and conditions at the Jayapura Regional General Hospital in Papua, the leadership has provided support in carrying out the duties, so nurses will be more enthusiastic in carrying out their work. In this case, the nurse will be satisfied with her work and the head of the branch. This study's results align with research (Posuma, 2018), which shows that leadership has no significant effect on employee performance.

### *The effect of motivation on nurse performance*

The results showed that the motivation variable did not affect nurse performance; this could be seen because the results of the t-test showed that the motivation variable had a t-count value that was smaller than the t-table value and a significant value greater than the probability value, so based on the SPSS output results in it could be concluded that the motivation variable partially has no positive and insignificant effect on nurse performance. Motivation is the driving force that causes a member of an organization to be willing to direct abilities in the form of expertise or skills, energy, and time to carry out various activities for which they are responsible for achieving predetermined goals and various organizational means. According to Maslow, "nurses' motivation is influenced by physical needs, needs for security and safety, social needs, needs for self-esteem and needs for self-actualization" (Dahlan & Riyanto, 2021). This is consistent with previous research conducted by (Pasaribu, 2019), which concluded that motivation has no significant effect on employee performance.

### *Effect of work environment on nurse performance*

The results showed that the Work Environment variable affected Nurse Performance; this could be seen because the results of the t-test showed that the Work Environment variable had a calculated t value that was greater than the t table value and a significantly smaller value than the probability value, so that based on the SPSS output results in it can be concluded that the work environment variable partially has a positive and significant effect on nurse performance. According to Nitisemito (2006), the work environment is the condition of everything around the workplace where employees can influence themselves in carrying out their work. The work environment includes a physical and non-physical work environment. The physical work environment includes color, cleanliness, ventilation, lighting, security, and noise. The color in the work environment can be walls, clothing, work equipment, etc. Cleanliness of the workplace is very influential on nurses' health and mental condition. Air exchange greatly determines the physical freshness of nurses; abnormal air exchange will result in the room temperature becoming hot. Lighting is essential because it affects the productivity of nurses; eye fatigue will increase if the level of light in the workplace is not appropriate, so nurses will experience eye strain. Security, the guarantee of security for personal property and himself, will make nurses feel calm at work. Noise and noise when nurses work will cause nurses to lose their productivity and can even cause temporary or permanent hearing loss, physical and mental fatigue, tension, etc. So noise must be minimized or eliminated immediately. The non-physical work environment includes the working relationship between nurses and the relationship with superiors. Every nurse must maintain a harmonious relationship with fellow nurses and their superiors, communicate in a work team, and be friendly to create high work motivation and productivity. This is consistent with previous research conducted by (Rahmawati et al., 2018) entitled *The Influence of the Work Environment on Nurse Performance in North Malang Primary Tax Office Employees*, which concluded that the work environment has a significant effect on employee performance.

### **CONCLUSIONS**

Based on the analysis and discussion described earlier, it will be concluded that leadership and work motivation have a positive but not significant effect on the performance of nurses at the Jayapura Papua Regional General Hospital. Meanwhile, the work environment positively and significantly affects nurse performance. The work environment has a high role in improving the performance of nurses at the Jayapura Papua Regional General Hospital. It is hoped that nurses at the Jayapura Papua Regional General Hospital will further improve leadership by giving freedom to subordinates to give opinions and giving awards to nurses who have performance. It is hoped that the Jayapura Papua Regional General Hospital will further increase motivation in terms of the motivational seminars that are given according to the standards of the Jayapura Papua Regional General Hospital for future researchers to be able to add variables or other factors that have not been seen in this study.

### **REFERENCE**

- Alex, S. N. (2006). *Manajemen personalia: manajemen sumber daya manusia*. In Ghalia Indonesia, Jakarta (Edisi Ket).  
Amirullah, S., Haliah, H., & Nirwana, N. (2020). *The influence of budgetary participation and*



- competency on the performance of the local government with psychological capital as moderated variable. <https://www.ijisrt.com/assets/upload/files/IJISRT20JAN173.pdf>
- Bentar, A., Purbangkoro, M., & Prihatini, D. (2017). Analisis pengaruh kepemimpinan, motivasi, disiplin kerja dan lingkungan kerja terhadap kinerja karyawan Taman Botani Sukorambi (Tbs) Jember. *Jurnal Manajemen Dan Bisnis Indonesia*, 3(1). <https://doi.org/780>
- Chandra, T. (2016). The influence of leadership styles, work environment and job satisfaction of employee performance--studies in the School of SMPN 10 Surabaya. *International Education Studies*, 9(1), 131–140. <https://eric.ed.gov/?id=EJ1086697>
- Dahlan, F., & Riyanto, S. (2021). Effect of leadership style, work environment, and motivation on employee performance of during the covid-19 pandemic. *International Journal of Science, Technology & Management*, 2(6), 2187–2197. <https://doi.org/10.46729/ijstm.v2i6.371>
- Elqadri, Z. M., & Wardoyo, D. T. W. (2015). The influence of motivation and discipline work against employee work productivity Tona'an Markets. *Rev. Eur. Stud.*, 7, 59. [https://heinonline.org/hol-cgi-bin/get\\_pdf.cgi?handle=hein.journals/rveurost7&section=384](https://heinonline.org/hol-cgi-bin/get_pdf.cgi?handle=hein.journals/rveurost7&section=384)
- Fernanda, R., & Sagoro, E. M. (2016). Pengaruh kompensasi, kepuasan kerja, motivasi kerja dan gaya kepemimpinan terhadap kinerja karyawan. *Nominal: Barometer Riset Akuntansi Dan Manajemen*, 5(2), 81–95. <https://doi.org/10.21831/nominal.v5i2.11727>
- Hanafi, B. D., & Yohana, C. (2017). Pengaruh motivasi, dan lingkungan kerja, terhadap kinerja karyawan, dengan kepuasan kerja sebagai variabel mediasi pada PT BNI Lifeinsurance. *Jurnal Pendidikan Ekonomi Dan Bisnis (JPEB)*, 5(1), 73–89. <https://doi.org/10.21009/JPEB.005.1.6>
- Hasibuan, M. S. P. (2016). *Manajemen sumber daya manusia*, edisi revisi, Jakarta: PT. Bumi Aksara.
- Hasibuan, S. M. (2018). Pengaruh kepemimpinan, lingkungan kerja dan motivasi kerja terhadap kinerja. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1), 71–80. <http://dx.doi.org/10.30596%2Fmaneggio.v1i1.2243>
- Hidayati, S. K., Perizade, B., & Widiyanti, M. (2019). Effect of work discipline and work environment to performance of employees. *International Journal of Scientific and Research Publications (IJSRP)*, 9(12), p9643. [https://www.researchgate.net/profile/Marlina-Widiyanti/publication/338578859\\_Effect\\_Of\\_Work\\_Discipline\\_And\\_Work\\_Environment\\_To\\_Performance\\_Of\\_Employees/links/5e4ab17e458515072da6d5e5/Effect-Of-Work-Discipline-And-Work-Environment-To-Performance-Of-Employees](https://www.researchgate.net/profile/Marlina-Widiyanti/publication/338578859_Effect_Of_Work_Discipline_And_Work_Environment_To_Performance_Of_Employees/links/5e4ab17e458515072da6d5e5/Effect-Of-Work-Discipline-And-Work-Environment-To-Performance-Of-Employees)
- Iman, N., & Lestari, W. (2019). The effect of leadership on job satisfaction, work motivation and performance of employees: Studies in AMIK Yapennas Kendari. *African Journal of Business Management*, 13(14), 465–473. <https://doi.org/10.5897/AJBM2019.8794>
- Isvandiari, A., & Al Idris, B. (2018). Pengaruh kepemimpinan dan disiplin kerja terhadap kinerja karyawan pada pt central capital futures cabang malang. *Jurnal Ilmiah Bisnis Dan Ekonomi Asia*, 12(1), 17–22. <https://doi.org/10.32812/jibeka.v12i1.7>
- Juniantara, I. W., & Riana, I. G. (2015). Pengaruh motivasi dan kepuasan kerja terhadap kinerja karyawan koperasi di Denpasar. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 4(9), 611–628. <https://ojs.unud.ac.id/index.php/EEB/article/download/12082/11841>
- Lestary, L., & Chaniago, H. (2017). Pengaruh lingkungan kerja terhadap kinerja karyawan.

- Jurnal Riset Bisnis Dan Investasi, 3(2), 94–103. <https://doi.org/10.35313/jrbi.v3i2.937>
- Mangkunegara, A. P., & Prabu, A. (2016). Evaluasi kinerja sumber daya manusia, cetakan ketiga. Bandung: Refika Aditama.
- Marjaya, I., & Pasaribu, F. (2019). Pengaruh kepemimpinan, motivasi, dan pelatihan terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 129–147. <http://dx.doi.org/10.30596%2Fmaneggio.v2i1.3650>
- Muizu, W. O. Z., Kaltum, U., & Sule, E. T. (2019). Pengaruh kepemimpinan terhadap kinerja karyawan. *Perwira-Jurnal Pendidikan Kewirausahaan Indonesia*, 2(1), 70–78. <https://doi.org/10.21632/perwira.2.1.70-78>
- Nasution, L., & Ichsan, R. N. (2021). Pengaruh penerapan kepemimpinan terhadap kinerja pegawai pada Kantor Dinas Pendidikan Kabupaten Karo. *Jurnal Ilmiah METADATA*, 3(1), 308–320. <http://ejournal.steitholabulilmi.ac.id/index.php/metadata/article/view/59>
- Noviyanti, E., Syofyan, E., & Evanita, S. (2019). The effect of leadership, work motivation and work satisfaction on performance of employees of education and culture department in Padang Pariaman. *Third Padang International Conference on Economics Education, Economics, Business and Management, Accounting and Entrepreneurship (PICEEBA 2019)*, 142–152. <https://dx.doi.org/10.2991/piceeba-19.2019.74>
- Pancasila, I., Haryono, S., & Sulisty, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *The Journal of Asian Finance, Economics and Business*, 7(6), 387–397. <https://www.koreascience.or.kr/article/JAKO202017764018192.pdf>
- Parashakti, R. D., Fahlevi, M., Ekhsan, M., & Hadinata, A. (2020). The influence of work environment and competence on motivation and its impact on employee performance in health sector. *3rd Asia Pacific International Conference of Management and Business Science (AICMBS 2019)*, 259–267. <https://dx.doi.org/10.2991/aebmr.k.200410.040>
- Pasaribu, S. E. (2019). Pengaruh motivasi, kompetensi, dan lingkungan kerja terhadap kinerja. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 89–103. <http://dx.doi.org/10.30596%2Fmaneggio.v2i1.3365>
- Posuma, C. O. (2018). Kompetensi, kompensasi, dan kepemimpinan pengaruhnya terhadap kinerja karyawan pada Rumah Sakit Ratumbuysang Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 1(4). <https://doi.org/2748>
- Prayogi, M. A., & Lesmana, M. T. (2021). The influence of leadership style and motivation on the performance of employees. *Conference on International Issues in Business and Economics Research (CIIBER 2019)*, 122–127. <https://dx.doi.org/10.2991/aebmr.k.210121.019>
- Prayudi, A. (2017). Pengaruh kepemimpinan dan lingkungan kerja terhadap kinerja karyawan PT. Rajawali Nusindo Cabang Medan. *Jurnal Manajemen*, 3(2), 20–27. <http://ejournal.lmiimedan.net/index.php/jm/article/view/10>
- Putra, N. P. (2018). Pengaruh kepemimpinan, motivasi, lingkungan kerja, dan disiplin kerja terhadap kinerja karyawan pada PT. Indonesia Power Semarang. *Jurnal Indonesia Power Semarang*. [http://eprints.dinus.ac.id/8583/1/jurnal\\_12015.pdf](http://eprints.dinus.ac.id/8583/1/jurnal_12015.pdf)
- Qomariah, N., Mardana, D. E., & Winahyu, P. (2021). Impact of leadership style, motivation and work environment on employee performance. *Prosiding CELSciTech*, 5, 15–23. <https://ejurnal.umri.ac.id/index.php/PCST/article/view/3260>

- Rahmawati, N. P., Swasto, B., & Prasetya, A. (2018). Pengaruh lingkungan kerja terhadap kinerja karyawan pada kantor Pelayanan Pajak Pratama Malang Utara. Universitas Brawijaya. <http://repositori.stiamak.ac.id/id/eprint/270/>
- Razak, A., Sarpan, S., & Ramlan, R. (2018). Effect of leadership style, motivation, and work discipline on employee performance in PT. ABC Makassar. *International Review of Management and Marketing*, 8(6), 67. <https://search.proquest.com/openview/c7a1aa7937bebc409727cbeb4779d23c/1?pq-origsite=gscholar&cbl=816339>
- Rivai, V. (2011). Kepemimpinan dan perilaku organisasi. In PT Raja Grafindo Persada (Cetakan P).
- Robbins, S. P., Judge, T. A., & Millett, B. (2015). *OB: the essentials*. Pearson Higher Education AU.
- Sulastiningtiyas, D., & Nilasari, B. M. (2018). The effect of leadership style, work environment, and organizational motivation on employee performance with job satisfaction as variable mediating. *Business and Entrepreneurial Review*, 18(2), 93-114. <https://doi.org/10.25105/ber.v18i2.5310>
- Sunyoto, D. (2012). *Manajemen sumber daya manusia*. Yogyakarta: CAPS (center for academic publishing service).
- Sutrisno, H. E. (2017). Pengaruh pengembangan SDM dan kepribadian terhadap kompetensi dan prestasi kerja karyawan pada PT. Barata Indonesia di Gresik. *EKUITAS (Jurnal Ekonomi Dan Keuangan)*, 12(4), 455-473. <https://doi.org/https://dx.doi.org/10.24034/j25485024.y2008.v12.i4.2089>
- Tirtayasa, S. (2019). Pengaruh kepemimpinan, budaya organisasi, dan motivasi terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 45-54. <http://dx.doi.org/10.30596%2Fmaneggio.v2i1.3367>
- Tri Indriyanto, T., & Irmawati, I. (2014). Pengaruh kepemimpinan, lingkungan kerja, dan motivasi kerja terhadap kinerja karyawan di PT. Surya Kebak Tex karanganyar. Universitas Muhammadiyah Surakarta. <http://eprints.ums.ac.id/id/eprint/29245>