The Impact of Leadership Style and Work Motivation on Nurse Performance

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A R T I C L E   I N F O

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ABSTRACT

This study aims to examine and analyze the effect of leadership style 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 in 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. This research also uses validity and reliability tests, t-test (partial), f-test (simultaneous) correlation coefficient test (r), coefficient of determination (r2). From the results of hypothesis testing it has been proven that competence and motivation have a significant influence on the performance of nurses at the Jayapura Papua Regional General Hospital.

A B S T R A K

Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh gaya kepemimpinan 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 bejumlah 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. Dalam peneltian ini juga menggunakan uji validitas dan realibitas, uji t (parsial), uji f (simultan) uji koefisien korelasi (r), koefisien determinasi (r2). Dari hasil uji hipotesis telah terbukti bahwa kompetensi dan motivasi memiliki pengaruh signifikan terhadap kinerja perawat Rumah Sakit Umum Daerah Jayapura Papua.

INTRODUCTION

Leadership issues always give an exciting impression. Literature on leadership always explains how to be a good leader, attitudes, styles appropriate to leadership situations, and the requirements for a good leader. An organization's success or failure is determined mainly by leadership (Novitasari, 2020). A noble saying says that the leader is responsible for the failure of the implementation of a job. This shows that an expression that places the position of a leader in an organization in the most critical position. Likewise, leaders, wherever they are located, will always have the burden of being accountable for their leadership. Talking about leadership is exciting and can be started from any angle it will be viewed. From time to time, leadership becomes a human concern. Some argue that leadership is as old as human history (Saputra & Wibowo, 2017).

Humans need leadership because of certain limitations and advantages in humans. Exploring the issue of leadership, there are two mutually enjoyable opinions, namely, whether leaders are born, or leaders are formed and forged. The first view revolves around the opinion

that a person will only be an effective leader because he is born with leadership talents. Meanwhile, the second opinion revolves around the opinion that the effectiveness of one's leadership can be formed and forged. So among the experts emerged a dichotomous view of the origin of the leader. The most accountable scientific paradigm is between the two views (Sunarsi, 2018).

Almost all existing agencies, both government/private and other organizations with a workforce of employees, are the most critical assets that must be fostered and maintained. Therefore, for hospitals that are mainly engaged in health services and want an adequate level of nurse performance, the hospital must be able to optimize the performance of its nurses. One approach to improve employee performance can be through leadership practices or leadership styles that are people-oriented (relationships) and encourage employee motivation to achieve higher and more directed results (Arimbawa & Dewi, 2018).

Leadership has a very close relationship with motivation; therefore, the success of a leader in motivating others to achieve the goals set is very dependent on the attitude, authority, and integrity of the leader in building motivation in every employee or colleague, as well as the leader's superiors themselves. Previous research conducted by (Jayanti & Wati, 2019; Masambe et al., 2015) shows that leadership style positively and significantly affects employee performance. In contrast to research (Haryanto, 2017; Rompas et al., 2018; Siagian & Khair, 2018), leadership style does not affect employee performance.

As an institution engaged in health services, the Jayapura Papua Regional General Hospital is required to provide good service. However, what happened at the Jayapura Papua Regional General Hospital, the lack of a leadership role in the Jayapura Papua Regional General Hospital, caused a lack of intense communication with nurses. It led to a low level of nurse performance. This is very influential with the motivation of nurses, such as not being disciplined in coming to work, often permission without an apparent reason, so that it will cause the nurse's performance to decrease or even below; this is evidenced by the decrease in the intensity of nurse's performance which causes nurse performance to be not optimal.

This impacts the performance of nurses who are still not optimal because, in practice, the Jayapura Papua Regional General Hospital is still not optimal in implementing management such as good planning, organizing, directing, and supervising, which is adequate between superiors and subordinates. So this is what then causes the nurse's work enthusiasm.

A nurse can work well if there is work motivation within her. Motivation can influence someone to do something. Motivation is a factor that encourages a person to carry out a particular activity; therefore, motivation is often interpreted as a driving factor for one's behavior (Hapid & Sunarwan, 2016). With work motivation, nurses will be urged to work hard by giving all their abilities and skills. Nurses who have high work motivation will affect their level of performance. If the nurse's work motivation is high, it will positively impact a company to achieve its goals. The more motivation increases, the employee's performance will also increase (Fernanda & Sagoro, 2016). Research conducted (Fernanda & Sagoro, 2016; Hanafi & Yohana, 2017; Tirtayasa, 2019) shows that motivation positively and significantly affects employee performance. In contrast to research (Pasaribu, 2019), which shows that motivation has no significant effect on employee performance.

Thus, the phenomena occurring at the Jayapura Papua Regional General Hospital today are especially those related to nursing performance and research on leadership styles and work

motivation. Because leadership is the best predictor of performance based on existing studies, the research predicts performance by Nurse leadership and work motivation simultaneously. Then there has yet to be any previous research that examines the level of leadership and work motivation that can predict the performance of nurses at the Jayapura Papua Regional General Hospital. Then the main reason for the authors to conduct this research is the presence of nurses who are vital in leadership and motivation and in improving nurse performance. The following reason is to play a role in improving the quality of nurses at the Jayapura Papua Regional General Hospital, especially the quality of human resources at the Jayapura Papua Regional General Hospital, namely nurses.

Human resources are significant in organizations such as capital, technology, and money because humans have an essential role in running the wheels of the organization; humans are one of the lasting competitive advantages. Therefore, the management of human resources in the organization is critical. Henry Simamora (2004) states, "Human Resource Management is the utilization, development, assessment, remuneration, and management of individual members of the organization or workgroup."

Afandi (2018) stated that the scope of human resource management is a systematic process to bring about the desired changes in employee behavior by involving the following: 1. Planning the human resources needed by the company. 2. Analyze positions and jobs. 3. Recruitment and selection of required employees according to procedures. 4. Introducing the company background, organizational culture, values , and work ethics. 5. Training and development of human resources. 6. Assessment of employee achievement and performance. 7. Motivate employees, and pay attention to the welfare and health of employees.

Leadership plays a vital role in organizational management. Leadership is the most critical factor in an organization. Rivai (2013) states, "Leadership as a management concept can be formulated in various definitions depending on where the starting point of thinking is."

Larsson (2010) states that leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved. Leadership style is a pattern of behavior and strategies that a leader prefers and often applies. A leadership style that shows, directly or indirectly, a leader's belief in the abilities of his subordinates. This means that leadership style is behavior and strategy, resulting from a combination of philosophies, skills, traits, and attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates.

Leadership style is the overall pattern of a leader's actions, both visible and invisible to his subordinates. Leadership style describes a consistent philosophy, skills, traits, and attitudes underlying behavior. Leadership style will show a leader's belief in the abilities of his subordinates directly. This means that leadership style is behavior and strategy, resulting from a combination of philosophy, skills, traits, and attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates (Putra, 2013). Meanwhile, Marimin (2017) provides an understanding of leadership which is the art of motivating and influencing a group of people to act to achieve common goals.

Democratic leadership style is a leadership style that gives broad authority to subordinates. Whenever there is a problem, always involve subordinates as a whole team. In a democratic leadership style, the leader provides much information about the duties and

responsibilities of his subordinates. The democratic type of leader interprets his leadership not as a dictator but as a leader among his group members (Danişman et al., 2015).

Democratic leaders always try to stimulate their members to work productively to achieve common goals. In his actions and endeavors, he always bases himself on the interests and needs of his group and considers the abilities and abilities of his group (Hunter & Lean, 2014). Democratic leadership is a pattern that views humans as capable of self-direction and seeks to provide opportunities for members to grow and develop and act independently through their participation in controlling themselves in making decisions. Leaders guide and provide opportunities for groups to participate and participate in decision-making. The view of a democratic leader towards others is more optimistic and not authoritarian. It supports the interaction between the Administrative and Educational Supervision of group members by motivating them to determine their own policies and group activities (Harrison et al., 2018).

A democratic leader has characteristics in his leadership, according to Sono (2020), including a) In the process of mobilizing subordinates through criticism, rejecting the opinion that humans are the noblest creatures. b) Always try to align the interests and goals of the organization with its subordinates' personal interests and goals. c) Happy to receive suggestions, opinions, and even criticism from his subordinates. d) Always try to prioritize cooperation and teamwork to achieve goals. e) Sincerely giving his subordinates the broadest possible freedom to make mistakes compared to being corrected so that the subordinates no longer make the same mistakes but still dare to make other mistakes. f) Always trying to make his subordinates more successful than he is. g) Trying to develop his capacity as a leader.

Every human being certainly has a primary reason why someone is willing to do a specific type of work or work; why does one person work harder while the other or the other person works typically, of course all of these have fundamental reasons that cause someone to be willing to work like that. That. This is due to motivation. According to Robbins (2013), a process that explains a person's strength, direction, and persistence to achieve a goal. Hasibuan (2016) suggests that a stimulant of desire (want) and the driving force of one's will to work. Each motive has a specific goal to be achieved. In other words, motivation can be interpreted as a triggering factor for the emergence of a person's behavior because, in this case, a person has needs and desires that, consciously or not, will try or be motivated to fulfill or achieve these needs and desires.

Intrinsic motivation is active or functioning motives that do not need to be stimulated from the outside because every individual has the urge to do something. If someone already has intrinsic motivation within himself, he will consciously carry out an activity that does not require motivation from outside himself. Intrinsic motivation is motivated by positive thinking. This intrinsic motivation appears based on awareness of essential goals, not just attributes, and ceremonies. This intrinsic motivation, for example, is a person's perception of himself, interests, responsibilities, passion, personal expectations, needs, and desires, resulting in job satisfaction (Cerasoli et al., 2014). Intrinsic motivation drives a person to achieve that originates within the individual, which is better known as motivational factors (Kuvaas et al., 2017; Ryan & Deci, 2000).

Herzberg cited by Luthans (2005), which classified as motivational factors include: a. Achievement The success of a nurse can be seen from the achievements she has achieved so that an employee can be successful in carrying out his work, the leader must study his subordinates

and their work by providing opportunities for them so that their subordinates can try to achieve good results. b. Recognition (recognition/award) As a continuation of the success of the implementation, the leader must state recognition of the success of the subordinates. c. Work itself (the work itself) Leaders make honest and convincing efforts so that subordinates understand the importance of the work they are doing and try to avoid boredom in the work of their subordinates and make sure that every subordinate is right at his job. d. Responsibility (Responsibility) In order for real responsibility to be a motivating factor for subordinates, leaders must avoid strict supervision by letting subordinates work alone as long as the work allows and apply the principle of participation. Applying the principle of participation makes subordinates fully plan and carry out their work. e. Advancement (Development) Development is one of the motivator factors for subordinates. This development factor is a motivator, so leaders can start by training their subordinates for more responsible work.

The purpose of motivation put forward by Robbins (2013) is "strength (intensity) describes how hard a person tries, a direction that benefits the organization, persistence measures how long a person can maintain his efforts. Motivated individuals will stick with the task long enough to achieve their goals."

Meanwhile, according to Olusadum (2018), "encouraging the passion and morale of nurses, increasing morale and job satisfaction of nurses, increasing work productivity of nurses, maintaining loyalty and stability of company employees, increasing discipline and reducing employee absenteeism, streamlining employee recruitment, creating an atmosphere and working relationship." good work, increasing creativity and employee participation, increasing the level of employee welfare, heightening the sense of responsibility of employees towards their duties, increasing the efficiency of the use of tools and raw materials. The conclusion of the above motivational goals is to make nurses excited about their work and to become active, productive, and creative nurses to achieve maximum work results.

Arifin (2015) states that performance is a description of the level of achievement of the implementation of an activity or program, or policy in realizing the goals, objectives, mission, and vision of the organization contained in the strategic planning of an organization. According to Wardoyo (2015), performance (work achievement) results from work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. From this description, performance results from a nurse carrying out her duties in terms of the quality and quantity of her work.

H_1: Leadership style has a positive and significant effect on the performance of nurses at the Jayapura Papua Regional General Hospital.

H_2: Work motivation has a positive and significant effect on the performance of nurses at the Jayapura Papua Regional General Hospital.

RESEARCH METHOD

This type of research is quantitative research. The population in this study were all nurses working at the Jayapura Regional General Hospital in Papua, totaling 348 nurses. 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 data obtained directly from the object of research using a questionnaire instrument and other relevant data. 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	Indikcator	Reference
Leadership Style (X1)	X1.1	Opinions focused on the results of deliberations	(Rompas et al., 2018; Setiawan & Mujiati, 2016)
	X1.2	Tolerance	
	X1.3	Providing career development opportunities to be able to participate in the decision-making process	
	X1.4	Always accept subordinate criticism	
	X1.5	Create a family atmosphere	
Motivation (X2)	X2.1	Physical needs	(Sembiring et al., 2021; et al., 2019)
	X2.2	The need for security	
	X2.3	Social needs	
	X2.4	The need for appreciation	
	X2.5	Skills requirement	
Nurse Performance (Y)	Y1.1	Quality	(Jayanti & Wati, 2019; Rompas et al., 2018)
	Y1.2	Quantity	
	Y2.3	Punctuality	
	Y2.4	Effectiveness	
	Y2.5	independence	

RESULTS AND DISCUSSION

Respondent characteristics are intended to provide an overview of the respondent's identity, which can be based on gender, age, and work education. This is done to get a thorough and detailed picture of the total number of questions stated in the questionnaire, so it will be easier to interpret it quantitatively. Therefore, for more details, a description of the respondent's identity based on gender, age, and the last education of the respondent will be presented, which can be seen in table 2.

Table 2. Respondent Demographic Data

Variable	Measurement	n	%
Gender	Man	51	51
	Woman	49	49
Age	20-25 year	18	18
	26-30 year	46	46
	> 30	36	36
Education Level	Senior High School	3	3
	Diploma	26	26

	Bachelor	49	49	
	Magister	22	22	
	1-2 year	28	28	
	3-5 year	24	24	
Years of service	6-15 year	30	30	
	Over 15 years	18	18	

Based on table 2, there are 51 male respondents (51%). And the female sex is 49 people (49%). According to age, it can be seen that the ages of the respondents in this study were 26-30 years, with the number of respondents (46%) followed by respondents who were over 30 years of age, namely 36%. It can be concluded that most of the nurses who were the research respondents are aged 26-30. Based on the last education, it can be seen that the last education of the largest respondent in this study was a bachelor's degree, with the number of respondents (49%), followed by respondents whose last education was post-graduate, as many as 22%. Most of the nurses who were research respondents were undergraduates. S1. Based on years of service, this study's largest number of respondents were 6-15 years of service (30%), followed by 28% of respondents with 1-2 years of service.

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 3.

Table 3. Validity and Reliability Test Results

Variable	Instrument	r-calculated	r-table	Cronbach Alpha	Info
X1	X1.1	0,758	> 0.30		Valid dan reliable
	X1.2	0,818	> 0.30		Valid dan reliable
	X1.3	0,752	> 0.30		Valid dan reliable
	X1.4	0,725	> 0.30	0,782	Valid dan reliable
	X1.5	0,796	> 0.30		Valid dan reliable
	X1.6	0,829	> 0.30		Valid dan reliable
	X1.7	0,786	> 0.30		Valid dan reliable
	X1.8	0,877	> 0.30		Valid dan reliable
X2	X2.1	0,781	> 0.30		Valid dan reliable
	X2.2	0,890	> 0.30		Valid dan reliable
	X2.3	0,816	> 0.30		Valid dan reliable
	X2.4	0,816	> 0.30	0,853	Valid dan reliable
	X2.5	0,773	> 0.30		Valid dan reliable
	X2.6	0,776	> 0.30		Valid dan reliable
	X2.7	0,830	> 0.30		Valid dan reliable
	X2.8	0,604	> 0.30		Valid dan reliable
Y	Y1.1	0,781	> 0.30		Valid dan reliable
	Y1.2	0,725	> 0.30		Valid dan reliable
	Y1.3	0,726	> 0.30		Valid dan reliable
	Y1.4	0,653	> 0.30	0,888	Valid dan reliable
	Y1.5	0,926	> 0.30		Valid dan reliable
	Y1.6	0,816	> 0.30		Valid dan reliable
	Y1.7	0,854	> 0.30		Valid dan reliable
	Y1.8	0,728	> 0.30		Valid dan reliable

**Source:** *Output SPSS 26.0 for Windows*

Based on table 3, it can be seen that all the instruments used in this study have an r-count value above 0.30 and a significant value below 0.05, so it can be concluded that the questionnaire data that the researchers used in this study were representative in the sense of being able to reveal data and variables examine precisely. And after the reliability test, Cronbach's Alpha value for each leadership style, motivation, and performance variable is 0.782 0.853 0.888, which means that all these variables are reliable with good decisions because they have an alpha coefficient value above 0.60.

The third stage is the classical assumption test which consists of a normality test, heteroscedasticity test, and multicollinearity test. The normality test is used to test whether, in the regression model, the dependent variable, the independent variable, or both have a normal distribution or not. In Figure 1, it can be seen that the dots spread around the diagonal line, and their distribution follows the direction of the diagonal line. Then the regression model meets the assumption of normality.
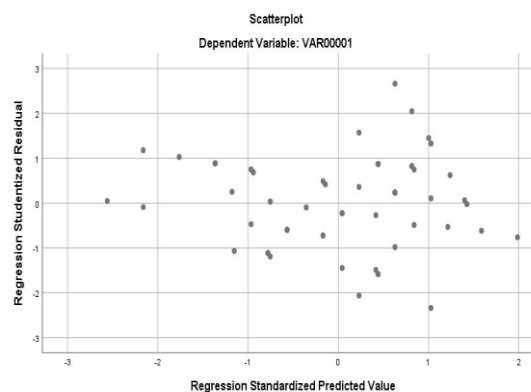
Figure 1. Normal P-P Plot of Regression Standarized Residual

To detect heteroscedasticity, you can see the scatterplot graph. Detection is by looking at whether there is a specific pattern on the chart where the X and Y axes spread below the number 0 on the Y axis. Based on Figure 2, the Scatterplot diagram, it can be seen that the points are distributed randomly above and below point 0 on the Y axis, so it can be said that the model This regression does not show symptoms of heteroscedasticity and this test is feasible to use.
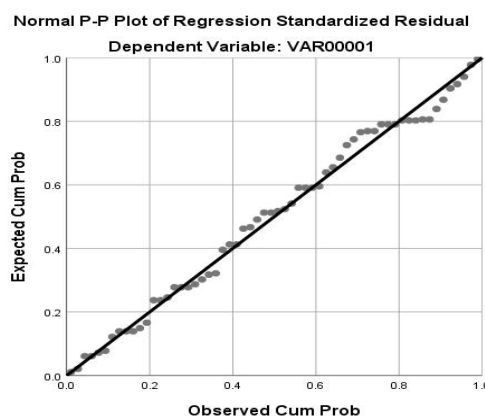
Figure 2. Grafik Scatterplot

Furthermore, the multicollinearity test determines whether the regression model correlates with the independent variables. The regression model is said to be free of

multicollinearity if the Variance Inflation Factor (VIF) < 10 (Ghozali, 2014). The multicollinearity test results are presented in table 4.

Table 4. Multicollinearity Test Results
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.433	.455		-.952	.302		
	X1	.613	.147	.515	4.170	.000	.152	7.271
	X2	.544	.134	.513	4.060	.000	.152	7.271

a. Dependent Variable: Y
Source: SPSS Outputs, 2022

Based on the results of the multicollinearity test presented in table 4 above, each independent variable appears to have a VIF value <10. Thus, each independent variable in the regression model does not experience multicollinearity.

After the results of the classical assumption test have been 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 were carried out to determine the functional relationship between the independent variables on the dependent variable. The test results can be seen in table 5.

Table 5. Multiple Linear Regression Results
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.433	.455		-.952	.302
	X1	.613	.147	.515	4.170	.000
	X2	.544	.134	.513	4.060	.000

a. Dependent Variable: Y
Source: SPSS Outputs, 2022

Based on table 5, the regression model used is as follows:

$$Y = -0.433 + 0.613X1 + 0.544 X2 +$$

Based on this equation, it can be seen that the constant value ($\beta 0$) is -0.433 indicating that if the independent variables (Influence of leadership style and motivation) are assumed to have no change (constant), then the value of Y (performance), is -43.3%. The regression value ($\beta 1$) of the leadership style variable (X1) is 0.613, meaning that if there is an increase in the influence of the leadership style by 1%, the performance will increase by 0.613 or by 61.3%. The regression value ($\beta 2$) of the motivational variable (X2) is 0.544, meaning that if there is an increase in motivation by 1%, performance will increase by 0.544 or by 5.44%.

Furthermore, the t-test is used to test the relationship of the regression coefficients partially or separately from the independent variables and whether each independent variable affects the dependent variable. The trick is to compare between t arithmetic and t table. If t-count

> t-table, then Ho is rejected, and Ha is accepted, but if t-count ≤ t-table, then Ha is rejected, and Ho is accepted. The test results can be seen in table 6.

Table 6. t-test results
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.433	.455		-.952	.302
	X1	.613	.147	.515	4.170	.000
	X2	.544	.134	.513	4.060	.000

a. Dependent Variable: Y
Source: SPSS Outputs, 2022

From Table 6 above, we can see that with each value of the t count and the significance of the independent variables, we know the importance of t-table with the equation n-k-l; a/2 = 100-2-1; 0.05/2 = 100; 0.025 = 1.997 at 5% significance. Thus the following results are obtained: It is known that the significant value for the influence of X1 on Y is 0.000 <0.05, and the t-count is 4.170 > t-table 1.997, then Ho is rejected, and Ha is accepted. This means that the leadership style variable (X1) significantly influences nurses' performance at the Jayapura Papua Regional General Hospital. The significant value for the effect of X2 on Y is 0.000 > 0.05, and the t-count is 4.060 <t-table 1.997, then Ho is rejected, and Ha is accepted. This means that the motivational variable (X2) significantly affects nurses' performance at the Jayapura Papua Regional General Hospital.

The F test shows whether all the independent or independent variables have a combined effect on the dependent or dependent variable. To prove together, the F test is carried out. The results of the simultaneous regression test or F test can be seen in table 7.

Table 7. F Test (Simultaneous Test)
ANOVAa

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	434,888	2	217,444	536.480	.000b
	Residual	39,721	98	405.316		
	Total	474,609	100			

a. Predictors: (Constant), X2, X1
b. Dependent Variable: Y
Source: SPSS Outputs, 2022

From table 7, it is known that the calculated F is 536,480 with a significance of 0.000. It is known that the F-table with the equation F (k; n – k) = F (2; 98) = 3.12 (see table; F at a significant level of 5%). Thus it is known that the F- count is 536,480 > F table 3.16 and is effective at 0.000 <0.05. This means that the variables of leadership style and motivation together significantly affect the performance of nurses at the Jayapura Papua Regional General Hospital.

Furthermore, determination (R2) is used to see how much the influence of the independent variables (leadership style and motivation) contributes to the dependent variable (Nurse performance). Meanwhile, look at the R-value to see how significant the correlation or relationship between the dependent variable and the independent variable is. The results for the R and R2 values can be seen in table 8.

Table 8. Coefficient of Determination
Model Summaryᵇ

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R-Square Change	F-Change	df1
1	0.976	0.936	0.933	0.122522	.917	323.788	2

Table 8 shows that the R-value is 0.976, indicating that the correlation or relationship between the dependent variable (nurse performance) and the independent variable (leadership style and motivation) has a relationship of 97.6%. From table 8, it is also known that the R Square value is 0.936. This means that the contribution of the independent variable to the dependent variable is 93.6%, while the remaining 6.4% is influenced by other variables not included in this study.

Discussion

The influence of leadership style on nurse performance

Based on data analysis from the results of hypothesis testing, the results of multiple regression were obtained in this study that leadership style had a positive and significant effect on improving nurse performance. This shows that the H1 hypothesis is accepted, which means that leadership style has a positive and significant impact on improving the performance of nurses at the Jayapura Regional General Hospital, Papua. Leadership style is the leader's strategy (style) in directing and indirectly directing nurses to do work. Leadership also affects the performance of nurses within the company. Leadership is a significant variable in influencing the company; good leadership is where giving influence, information, decision-making, and providing motivation aims to improve or advance the company and not harm nurses because good leadership will create a pleasant atmosphere and can grow and improve nurse performance. This study's results support the survey (Setiawan & Mujiati, 2016) in research explaining that the leadership style variable positively affects nurse performance. A person's performance measures how much he successfully carries out his work duties. These results also align with research conducted by (Setiawan & Mujiati, 2016), suggesting that leadership style has both a relationship and influence on performance, meaning that the leadership style applied by managers to nurses will increase employee performance.

The effect of motivation on nurse performance

Based on the analysis of data from the results of hypothesis testing, the results of multiple regression in this study showed that motivation had a positive and significant effect on nurse performance. This shows that the H2 hypothesis is accepted, which means that motivation has a positive and significant effect on improving the performance of nurses at the Jayapura Regional General Hospital, Papua. Mangkunegara (2013) states that a positive relationship exists between motivation to achieve and performance achievement. That is, nurses with high achievement motivation will achieve high performance, and conversely, those with low performance are caused low motivation. The meeting point of the relationship between motivation and performance is that high motivation will impact the high results of their work, and they are motivated to make more effort to achieve work productivity. When these

conditions are not met, there will be a decrease in work productivity. As with the results of observations made during the research, the work motivation problem influences nurses' performance. The results of this study support the results of research (Hasibuan, 2018; Lusri, 2017), which found that motivation has a positive effect on improving performance. This means that the better the motivation, the better the performance will change.

CONCLUSIONS

This research aims to examine and analyze the influence of leadership style and motivation on the performance of nurses at the Jayapura Regional General Hospital, Papua. The results showed that leadership style had a positive and significant effect on the performance of nurses at the Jayapura Papua Regional General Hospital. It is based on the company's leadership providing career development opportunities to participate in the decision-making process. Moreover, motivation has a positive and significant effect on the performance of nurses at the Jayapura Papua Regional General Hospital. It is based on the company's bonuses which encourage them to work better.

Suggestions as a complement to the research results that can be given are as follows: 1. In Leadership Style, it is suggested that leaders should pay special attention to Nurses and be more responsible for the work and position they hold. Nurse performance success is one of the elements in improving company performance. 2. In Motivation, it is suggested that nurses increase work motivation so that the enthusiasm for working at the company continues and also seek new work motivation so that the company does not get bored with its work. Furthermore, always give rewards to nurses who excel.

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