

# **The Influence of Leadership and Incentives on Nurse Performance through Motivation in the Inpatient Room of the Makassar General Hospital Labuang Baji**

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## **Abstract**

This study aims to analyze: (1) the influence of leadership on motivation, (2) the result of incentives on the basis, (3) the impact of motivation on nurses' performance, (4) the influence of leadership on the performance of nurses, (5) The effect of incentives on nurse performance, (6) the impact of leadership on performance through motivation, and (7) incentives on nurse performance through stimulation. This research was carried out on all nurses who served in the Makassar General Hospital Labuang Baji inpatient room and was carried out from January 13 to April 13, 2019. The type of research used was quantitative research. This study's population was 154 respondents with a sampling technique using a total sampling of 154 respondents. The data collection technique used a questionnaire. The analysis technique used in this research is path analysis. The results showed that motivation is influenced by leadership and incentives positively and significantly, nurse performance is influenced by leadership, incentives, and motivation positively and significantly, leadership and incentives have a positive but insignificant effect on nurse performance through work motivation of nurses.

**Keywords:** Leadership, Incentives, Motivation, Nurse Performance

## **1. Introduction**

The Labuan Baji Makassar Regional General Hospital is a Regional General Hospital with a South Sulawesi Provincial Government Hospital and a Type B Hospital. Along with the increasing public awareness of the importance of health, the Hospital continues to improve and improve everything. Aspects to provide maximum health services. One element that plays a vital role in supporting health services for the workforce or human resources and one of the most prominent in-hospital services is nurses. The target to be achieved by a hospital is quality and professional nursing services.

To improve performance, many factors influence it, focusing on variables, leadership, intensive giving, and nurses' work motivation. Incentives are a form of stimulation that can increase work performance. A nurse's performance can

be seen from the quality of service provided to patients and providing services to patients. A nurse needs to take various structured and systematic steps based on the nursing process, which will later be used as a benchmark for evaluating nurse performance (Riyadi, 2007 in Sri Lestari, 2016).

This study aims to measure and analyze the influence of leadership and incentives, and motivation on nurses' performance in the inpatient room of the Regional General Hospital Labuang Baji Makassar, either directly or indirectly.

## **2. Literature Review**

### **2.1. Leadership and Motivation**

Various studies discussing leadership have to do with motivation. Good leadership will increase motivation and a comfortable work environment to work. Therefore, the better or better the administration in a hospital or other institution will expand nurses' or employees' work motivation and indirectly impact nurses' performance. (Friska Aprilia, 2017; Meiniarsih M.A, 2012; khoir A.M, 2011; Sri Lestari, 2015; Dimas Ciptoning, 2015; Tampi, 2014). There are several kinds of understanding about leadership, including giving the notion of leadership which is the art of motivating and influencing a group of people to act to achieve common goals. Leadership can be defined as the ability to convince and move other people to cooperate under his leadership as a team to achieve certain goals. Leadership can be defined as the ability to influence groups towards achieving goals or an effort to use influencing styles and not forcing to motivate individuals to achieve goals. Based on the above definition, leadership can be interpreted as an ability or expertise that is in a person in moving or motivating an individual or group to achieve predetermined goals.

Motivation is the process of influencing or encouraging from outside a person or group of work so that they want to carry out something that has been determined. Motivation is the condition or energy that moves employees who are directed or aimed at achieving the goals of the company organization. Motivation is a process that explains the intensity, direction, and persistence of a person in trying to achieve his goals. Based on the above definitions, it can be concluded that motivation is an activity to encourage or encourage someone to work optimally in order to achieve company goals, so it can be expected that every employee can work hard and enthusiastically to achieve the company goals that have been previously set.

H1: Leadership has a positive effect on the work motivation of nurses, so that the better the leadership, the work motivation will also increase.

### **2.2. Incentives and Motivation**

Companies or organizational leaders take to increase employee morale by providing rewards or rewards in the form of incentives in the form of money. Work incentives are given as a form of compensation offered by the organization to employees for work performance and contribution (Mangkunegara, 2009).

Schuler (1996) stated in Debora Selin (2011), the relationship between incentives and work motivation of nurses is that one of the purposes of providing incentives is to motivate employee performance. This means that incentives can increase employee motivation. The logic of thinking is that employee performance is getting better because of the employees' high motivation. Stimuli from the work environment can influence employees in working and motivate them. (Mangkunegara, 2009; Debora Selin, 2011; Zaenah S.N, 2014; Renyaan M, 2016; Rustiani Y, 2013; Sri Lenggo, 2014; Pretty M, 2016; Nugraheni R, 2015; Mudayana A.A, 2010).

H2: Incentives have a positive effect on Nurse's Work Motivation, So the Better the Incentive, the Work Motivation will also increase.

### **2.3. Nurse Leadership and Performance**

According to George R Terry, leadership is an activity to influence people so that they are directed to achieve organizational goals. In other words, leadership is how to make subordinates. In this case, nurses work according to their duties and functions. Tampi (2014), in his research, proved that leadership style has a positive effect on employee performance. The results of this study indicate that leadership style can affect employee performance improvement. The logic of thinking is that the better one's leadership style influences increased employee performance. (Tampi, 2014; Dimas Ciptoning, 2015; Geni S.L, 2014, Meiniarsih M.A, 2012)

H3: Leadership has a positive effect on nurse performance, so that the better the leadership, the nurse's performance will also increase.

#### **2.4. Nurse Incentives and Performance**

The relationship between incentives and nurse performance, as stated by Gibson (1987) in Sri Lingo (2014), several factors influence performance, one of which is reward or incentive. Incentives are something that affects individual work performance in an organization. According to Lowery et al. (1995) in Supriadi (2003), regarding the perception of compensation for employee performance stated that 70% of respondents agreed that providing incentives would improve employee performance. So, it can be concluded that the incentives given to employees can improve performance and vice versa. (Sri Lenggo, 2014; Rustiani P, 2013, Renyaan, M, 2016; Debora Selin, 2011)

H4: Incentives have a positive and significant effect on nurse performance, so that the better the incentives, the nurse's performance will also increase.

#### **2.5. Nurse Motivation and Performance**

According to Rivai (2011), motivation is a condition or condition that affects arousing, directing, and maintaining behavior related to the work environment. So, work motivation is a condition that creates encouragement or produces employee morale to achieve company goals.

As suggested by Gibson (1987) in Sri Lenggo (2014), the relationship between motivation and nurse performance states that a person's account is determined by his ability and motivation to carry out work. So it can be concluded that when the employee's work motivation is good, the performance will also be good. (Rivai, 2011; Syarifah, 2014; Anwar, 2009; Sri Lenggo, 2014; Evawati, 2011; Andi Khaerul, 2013; Priety, M, 2016; Friska Aprilia, 2017; Mudayana A.A, 2010)

H5: Motivation has a positive effect on nurse performance, so that the better the motivation, the nurse's performance will also increase.

#### **2.6. Leadership on Nurse Performance through Motivation**

According to Rivai (2012), leadership includes influencing organizational goals, motivating follower behavior to achieve goals, influencing to improve groups and culture, and maintaining cooperative relationships and group work. So, it can be concluded that good leadership is expected to motivate subordinates or followers to achieve organizational goals through good subordinate performance. According to Sudarwan Danim (2004), leadership and motivation have a strong bond. It can be concluded that good leadership will provide good work motivation and result in better performance. Vice versa, if the administration is not good, work motivation will also decrease and product performance, which is not good. (Rivai, 2012; Sudarwan denim, 2004; Danang, 2013; Meiniarsih, 2012).

H6: Leadership has a positive effect on nurse performance through motivation but not significant, so that the better leadership, the work motivation of nurses will also increase and indirectly will also improve the performance of nurses.

#### **2.7. Incentives for Nurse Performance through Motivation**

Margareth (2013) shows that work motivation consisting of job satisfaction, organizational culture, and leadership patterns has a significant influence on employee performance. The logic of thinking is that employee performance is getting better because of the employees' high motivation. Incentives from the work environment can influence employees in working and motivate them. The more significant or more increased the incentives are given to employees, the motivation to work will also increase and improve performance. (Margareth, 2013; Rustiani P, 2013; Anwar, 2009, Friska Aprilia, 2017; Mudayana A.A, 2010; Debora Selin, 2011)

H7: Incentives have a positive effect on nurses' performance through motivation but not significant, so that the better the incentives, the motivation to work nurses will also increase and indirectly will also improve the performance of nurses.

### **3. Methods**

This study uses a quantitative approach with the SPSS version 25 analysis tool. This research was conducted with the research subjects were all nurses who served in the inpatient room of the Regional General Hospital Labuang Baji Makassar. The data collection technique used a questionnaire. The samples were taken by total sampling, namely all nurses in the Regional General Hospital Labuang Baji Makassar's inpatient room, totaling 154 nurses. Each incoming questionnaire was coded and numbered, then the data was edited and tabulated into excel, and then the data was

analyzed with SSS version 25. The results showed that 154 nurses filled out the questionnaire. According to the research target, all nurses filled out the questionnaire, namely all nurses who served in inpatient rooms totaling 154 nurses.

This study's variables were measured using a Likert scale of 1-5, where the number 1 (one) indicates strongly disagree. A plate of 5 (five) indicates the scale strongly agrees with the questionnaire's statements. The words in the questionnaire are built from some of the concepts and results of previous research. In this research, the leadership meant all the hospital leadership's activities or policies towards nurses and how to provide direction and motivation to achieve organizational goals. Leadership indicators (Siagian, 2002), namely 1) a climate of mutual trust between superiors and subordinates, 2) respect for employee ideas, 3) considering the feelings of associates, 4) attention to the comfort of assistants, and 5) attention to the welfare of subordinates. The incentives in this study are rewards outside the basic salary. Incentive indicators (Thoha, 2008; Hasyim et al., 2019), namely 1) Honor, 2) Overtime pay, 3) Family Allowance and 5) Job allowance. The motivation in this research is the motivation or enthusiasm at work. Motivation indicators, namely 1) Discipline, 2) Rules, 3) Work Targets, 4) Praise, and 5) Commitment. And the performance in this study is the quality of the work. Performance indicators (Gibson, 2004 and Prawirosentono, 2008), namely 1) Quantity of work results, 2) Quality of work results, 3) Timeliness of work completion, 4) Responsibility, and 5) Initiatives.

#### 4. Results

This study uses Path Analysis using SPSS version 25. As previously stated, that this study produced two different conceptual models of leadership variables and incentives in giving the influence to nurse performance through nurse work motivation, where the first conceptual model is the model of the direct effect of leadership and incentives with motivation to performance, both models of indirect influence of leadership and incentives to performance through motivation.

Based on the results of data testing using path analysis (*Path Analysis*) obtained the following results:

$$Y1 = a0 + \alpha1X1 + \alpha2X2 + e1$$

$$Y1 = 21.045 + 0,197X1 + 0,203X2 + 0,909$$

$$Y2 = b0 + b1X1 + b2X2 + b3Y1 + e2$$

$$Y2 = 8.654 + 0,281X1 + 0,193 X2 + 0,162Y1 + 0,670$$

Description:

$\alpha1x1 = 0.197x1$  means the direct influence of leadership on motivation by 0.197, meaning that if the leadership is increased by one unit it will increase the work motivation by 0.197.

$\beta1x1 = 0.281x1$  means the direct influence of leadership on the performance of nurses by 0.281, meaning that if the leadership is increased by one unit it will increase the Performance of Nurses by 0.281.

$\alpha2x2 = 0.203x2$  means the direct influence of incentives on motivation by 0.203, meaning that if the Incentive is increased by one unit it will increase the work motivation by 0.203.

$\beta2x2 = 0.193x2$  means the direct influence of Incentives on Nurse Performance by 0.193, meaning that if the Incentive is increased by one unit it will increase the Nurse's Performance by 0.193.

$\beta3y1 = 0.162y1$  means the direct influence of work motivation on nurse performance by 0.162, meaning that if the Work Motivation is increased by one unit it will increase the performance of nurses by 0.162.

$e1 = 0.909$  means the margin of error of the first equation is 0.909.

$e2 = 0.670$  means the margin of error of the second equation is 0.670.

Description:

**Table 1.** Path Analysis Results Recapitulation

Relationship	Direct influence	Indirect influence	T count	Sig	Conclusion
X1 → Y1	0,197		2,372	0,019	Sig
X2 → Y1	0,203		2,437	0,016	Sig
X1 → Y2	0,281		3,534	0,001	Sig
X2 → Y2	0,193		2,426	0,016	Sig
Y1 → Y2	0,162		2,122	0,036	Sig
X1 → Y1 → Y2		0,197 x 0,162 = 0,031			No Sig.
X2 → Y1 → Y2		0,203 x 0,162 = 0,032			No Sig.

Based on the description and diagram of path analysis, the hypothesis testing as follows:

1. The direct influence of leadership on motivation ( $X1 \rightarrow Y1$ )  
The immediate effect of administration on the work motivation of 0.197. Sig value.  $0.019 < 0.05$ , meaning there is a positive and significant influence between leadership and nurse work motivation.
2. Direct Influence of Incentives on Motivation ( $X2 \rightarrow Y1$ )  
The direct influence of Incentives on the work motivation of 0.203. Sig value.  $0.016 < 0.05$ , meaning there is a positive and significant influence between Incentives on nurse work motivation.
3. Direct Influence of Leadership on Nurse Performance ( $X1 \rightarrow Y2$ )  
The direct influence of leadership on Nurse Performance of 0.281. Sig value.  $0.001 < 0.05$ , meaning there is a positive and significant influence between leadership on nurse performance.
4. Direct Effect of Incentives on Nurse Performance ( $X2 \rightarrow Y2$ )  
The immediate effect of Incentives on Nurse Performance of 0.193. Sig value.  $0.016 < 0.05$ , meaning there is a positive and significant influence between Incentives on Nurse Performance.
5. Direct Influence of Motivation on Nurse Performance ( $X1 \rightarrow Y2$ )  
The immediate effect of work motivation on Nurse Performance of 0.162. Sig value.  $0.036 < 0.05$ , meaning there is a positive and significant influence between work motivation on nurse performance.
6. Indirect Influence of Leadership on Nurse Performance Through Motivation ( $X1 \rightarrow Y1 \rightarrow Y2$ )  
The indirect influence of Leadership on Nurse Performance through Motivation has an indirect error value of  $0.197 \times 0.162 = 0.031$  then leadership has a positive but insignificant effect on nurses' performance. This is because the direct influence coefficient value ( $X1 \rightarrow Y2 = 0.281$ ) is greater than the indirect influence ( $X1 \rightarrow Y1 \rightarrow Y2 = 0.031$ )
7. Indirect Influence of Incentives on Nurse Performance Through Motivation ( $X2 \rightarrow Y1 \rightarrow Y2$ )  
The indirect influence between Incentives on Nurse Performance through Motivation has an indirect coefficient value of  $0.203 \times 0.162 = 0.032$  then leadership has a positive but insignificant effect on nurses' performance. This is because the direct influence coefficient value ( $X2 \rightarrow Y2 = 0.193$ ) is greater than the indirect influence ( $X2 \rightarrow Y1 \rightarrow Y2 = 0.032$ ).

## 5. Discussion

Every leader must be able to provide clear information and for that he must have the ability to communicate well and smoothly. Because with good and smooth communication, of course this will make it easier for subordinates to grasp what a leader wants. A leader must have the ability to communicate well and smoothly, of course, must also have the ability to provide encouragement or motivation to his subordinates (Lionardo et al., 2020; Yusuf et al., 2019). The attention of a leader will be very meaningful to subordinates, that in terms of appreciation or recognition, it gives a very high meaning to employees or subordinates. Not every leader is capable of leading, because with regard to one's talents to have the ability to lead is different. This can be seen in their leadership style, whether they have autocratic, participatory, or free-control leadership styles. A leader must be able to make decisions based on facts and regulations that apply in the company and the decisions taken can provide motivation for employees to work better and even be able to contribute to the progress of the company. A leader in running an organization or company, although with different leadership styles, of course, must provide a sense of security for employees (subordinates) who work. In connection with the writing of the final report which only discusses motivation, the writing of this report takes one variable related to the title, namely the provision of motivation.

Decision-making consists of two alternatives, namely the alternative of making decisions on personal problems and the alternative of making decisions on group problems. The first alternative is done by making decisions based on information that is owned by yourself, or based on information from subordinates, or spreading problems to subordinates to get ideas and suggestions or spreading problems to a subordinate, then jointly analyze and make decisions or delegate problems to a subordinate. while equipping him with compatible information and giving him responsibility for problem solving (Nuraini et al., 2019; Umanailo, 2020, 2019). The second alternative, namely the main problem is solved by solving the problem yourself or obtaining information from subordinates and leaders who solve it, or sharing problems with subordinates individually to get ideas and suggestions, or sharing the problem through group meetings to get ideas and suggestions, or share the problem. the problem to a group and with the leader to reach agreement in problem solving and decision making.

## 6. Conclusion

According to Rivai (2003) states that leadership requires an effective form of human relationship. This means that human relationships in leadership are the way a leader treats the people he leads. This research tries to create a model

which places leadership as input and motivation as output. The researcher's view is the concept of leadership that can maximize or increase nurses' work motivation. So that further motivation will improve the performance of nurses. Based on these findings, several things are of interest to researchers in improving nurse performance. First, leadership and incentives increase nurses' work motivation, so the better the leadership and incentive administration, the better nurses' work motivation. Second, the role of leadership, incentives, and inspiration improve nurses' performance, so the better administration, incentives, and work motivation, nurses' performance will also increase. Third, the direct effect has a more significant influence than the indirect effect. To improve nurses' performance, good leadership is needed, sufficient incentives for nurses' welfare, and good work motivation.

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