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## **THE INFLUENCE OF LEADERSHIP STYLE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT SYAHID AL-IRSYAD AL-ISLAMIYAH HAURGEULIS HOSPITAL, WEST JAVA, INDONESIA**

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### **Abstract**

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This study examines the influence of leadership style and work discipline on employee performance at Syahid Al-Irsyad Al-Islamiyah Haurgeulis Hospital, West Java, Indonesia. Conducted over six months, the research involved 30 active employees selected using a non-probability sampling method. The study aims to understand how these factors individually and collectively impact performance. Data was collected via questionnaires and analyzed using statistical methods. The results indicate that leadership style significantly and positively affects employee performance, with a t-count of 2.656 exceeding the t-table value of 2.062 ( $p = 0.002$ ). Similarly, work discipline also shows a significant positive effect on performance, with a t-count of 4.067 surpassing the t-table value of 2.062 ( $p = 0.021$ ). The F-test further supports these findings, showing that the combined influence of leadership style and work discipline on performance is significant ( $F\text{-count} = 9.807 > F\text{-table} = 2.69$ ,  $p = 0.001$ ). These results highlight the importance of effective leadership and strict work discipline in enhancing employee performance. The study's implications suggest that hospital management should focus on these areas to improve overall performance.

### **Keywords:**

Leadership Style; Work Discipline; Employee Performance; Hospital Management.

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## **INTRODUCTION**

The increasing population has resulted in a heightened demand for better health services, prompting individuals to seek efficient ways to improve their well-being. This scenario poses a challenge for hospital managers to optimize all components to function efficiently, ensuring that the goals, vision, and mission of the hospital are achieved. Consequently, hospital management must adopt well-planned and efficient policies to enhance performance.

In the face of globalization and intense competition, it is imperative to develop highly qualified human resources with strong competitive capabilities. Human resources are critical assets for any organization, including hospitals, as they are the programmers, actors, and executors of predefined programs. However, managing personnel is challenging due to their diverse backgrounds, desires, and historical experiences. Humans, unlike machines, have unique thoughts and emotions that need to be managed effectively. Therefore, quality leadership is essential to guide, direct, and set a good example for staff.

Given the dynamic changes in today's environment, it is crucial to develop quality employees who can adapt to and manage these changes effectively. High-quality human resources ensure that employees can work professionally and efficiently, fulfilling hospital programs and objectives. To achieve this, hospitals must motivate their employees and enforce work discipline. Proper work discipline enhances employee performance, fostering enthusiasm and commitment to their tasks, which leads to timely and accurate completion of work.

Leadership plays a vital role in hospitals, guiding staff to achieve hospital programs and objectives. Effective leaders must be role models, inspiring and motivating subordinates to perform their duties responsibly, efficiently, and effectively. Work discipline, coupled with leadership, significantly influences employee performance, leading to job satisfaction and improved outcomes.

In hospitals, leadership is not just about directing tasks but also about developing and harnessing the potential of employees. Leaders must ensure that employees are well-trained, motivated, and guided to achieve hospital goals. This requires creating a supportive work environment where employees feel valued and appreciated, which in turn enhances their performance.

Maximizing work output is often associated with excellent performance discipline. Poor work discipline leads to suboptimal performance, which can affect the overall efficiency and productivity of hospital staff. It is the leader's responsibility to ensure that staff adhere to work discipline and are motivated to perform their duties to the best of their abilities. Effective leadership and work discipline are crucial for achieving the hospital's programmed and desired outcomes.

Leadership, as a management concept, involves influencing others to achieve goals with enthusiasm (Keith, 1985). It is the ability to lead in a way that inspires cooperation and productivity among subordinates (Hasibuan, 2007). Good leaders can motivate employees, ensuring they are willing to mobilize their potential to achieve optimal results (Miftah, 2012; Cahyono, 2012).

Leadership style, which refers to the behavioral norms a leader uses to influence others (Suranta, 2002), is crucial for managing subordinates. The success of an organization largely



depends on the leader's ability to apply an effective leadership style (Waridin and Bambang, 2008).

Syahid Al-Irsyad Al-Islamiyah Hospital, Haurgaulis, Indramayu, Indonesia, established in 1995, has evolved from a medical center to a well-equipped hospital. Strategically located, it serves a wide area and provides 24-hour services. Despite its growth, the hospital faces challenges in optimizing employee performance due to issues such as lack of discipline, non-compliance with working hours, and unproductive behaviors.

The research aims to address these challenges by examining the influence of leadership style and work discipline on employee performance at Syahid Al-Irsyad Al-Islamiyah Hospital. It seeks to understand how these factors can be leveraged to enhance performance, ensuring that hospital programs and objectives are achieved efficiently and effectively.

### Research Gap

Despite the critical role of leadership and work discipline in enhancing employee performance, there is limited empirical research on their combined effect in the context of hospital management in Indonesia. This study aims to fill this gap by providing evidence on how leadership style and work discipline influence employee performance at Syahid Al-Irsyad Al-Islamiyah Hospital.

### Novelty

The novelty of this study lies in its focus on a specific hospital in Indonesia, providing insights into the unique challenges and opportunities within this context. It also explores the simultaneous impact of leadership style and work discipline on employee performance, which has not been extensively studied in previous research.

### Research Objectives

1. To determine the influence of leadership style on employee performance at Syahid Al-Irsyad Al-Islamiyah Hospital, Haurgaulis, Indramayu, West Java, Indonesia.
2. To assess the effect of work discipline on employee performance at Syahid Al-Irsyad Al-Islamiyah Hospital, Haurgaulis, Indramayu, West Java, Indonesia.
3. To evaluate the combined impact of leadership style and work discipline on employee performance at Syahid Al-Irsyad Al-Islamiyah Hospital.

This research is expected to provide valuable insights for hospital management, helping them develop strategies to enhance employee performance through effective leadership and work discipline. The findings will also contribute to the academic debate on the relationship between leadership, work discipline, and employee performance in the healthcare sector.

## **METHODS**

The study was conducted at Syahid Al-Irsyad Al-Islamiyah Hospital, Haurgaulis, Indramayu, Indonesia, over a period of six months. The research utilized descriptive methods and questionnaire techniques to gather data from the hospital. The descriptive approach helps in understanding the characteristics of a single variable without making comparisons or connecting it with other variables. The questionnaire technique was employed to collect data from the respondents efficiently.

### **a. Descriptive Research**

Descriptive research aims to provide an accurate portrayal of a single variable. In this study, the descriptive method was used to understand the variables of leadership style, work discipline, and employee performance at Syahid Al-Irsyad Al-Islamiyah Hospital. This method does not involve making comparisons or establishing relationships between different variables but focuses on describing the characteristics of each variable individually.

### **b. Survey Techniques**

Survey techniques involve collecting data from a sample of a population, which can be large or small. In this research, the survey technique was used to gather data from a sample of employees at the hospital. This technique allows for the collection of data that is representative of the larger population of hospital employees, ensuring that the findings can be generalized to a broader context (Sugiyono, 2000: 7).

To test the hypothesis, associative research was conducted. Associative research aims to determine the influence between three or more variables (Sugiyono, 2000: 11). In this study, the causal relationships between the variables of leadership style, work discipline, and employee performance were examined. This type of research helps in understanding how leadership style and work discipline influence employee performance at the hospital.

### **a. Research Informants**

Data collection involved obtaining values related to leadership style, work discipline, and employee performance from the staff at Syahid Al-Irsyad Al-Islamiyah Hospital. A total of 30 active employees were selected as respondents using non-probability sampling methods. This method ensures that the sample is representative of the larger population, providing reliable data for analysis.

### **b. Questionnaire Method**

The primary tool for data collection was a structured questionnaire. The questionnaire included items designed to measure the respondents' perceptions of leadership style, work discipline, and their own performance. The questions were formulated based on established scales and validated

through a pilot study to ensure reliability and validity.

### c. Data Analysis

The collected data were analyzed using statistical methods. Descriptive statistics were used to summarize the data, providing an overview of the respondents' characteristics and their responses. Inferential statistics, including t-tests and F-tests, were employed to test the hypotheses and determine the significance of the relationships between the variables.

- T-test : The t-test was used to determine the influence of leadership style and work discipline on employee performance. The t-values were compared with the t-table values to assess the significance of the results.

- F-test : The F-test was conducted to evaluate the combined effect of leadership style and work discipline on employee performance. The F-values were compared with the F-table values to determine the overall significance of the model.

The results of these tests provided empirical evidence on the influence of leadership style and work discipline on employee performance at Syahid Al-Irsyad Al-Islamiyah Hospital.

By employing these methods, the study aimed to provide a comprehensive understanding of the factors affecting employee performance and offer insights for improving hospital management practices.

## **RESULT AND DISCUSSION**

### Main Result

The main result of this study indicates that both leadership style and work discipline have a positive and significant influence on employee performance at Syahid Al-Irsyad Al-Islamiyah Hospital, Haurgaulis, Indramayu, Indonesia. The analysis demonstrates that these factors individually and collectively contribute to improved employee performance.

### Empirical Result

#### 1. Leadership Style

The t-test results reveal that the leadership style has a significant positive impact on employee performance. The calculated t-value for leadership style is 2.656, which exceeds the t-table value of 2.062 ( $p = 0.002$ ). This indicates that a positive leadership style is crucial for enhancing employee performance. Leaders who provide clear direction, motivation, and support can significantly improve the efficiency and effectiveness of their staff.

#### 2. Work Discipline



The t-test results for work discipline show a calculated t-value of 4.067, which also exceeds the t-table value of 2.062 ( $p = 0.021$ ). This result signifies that work discipline has a significant positive effect on employee performance. Employees who adhere to established work schedules, follow rules and regulations, and maintain a high level of professionalism tend to perform better in their roles.

### 3. Combined Effect

The F-test results indicate that the combined effect of leadership style and work discipline on employee performance is highly significant. The calculated F-value is 9.807, which is greater than the F-table value of 2.69 ( $p = 0.001$ ). This finding confirms that both factors together have a substantial impact on improving employee performance.

### Comparison with Previous Studies and Theory

The empirical results of this study align with previous research and theoretical frameworks that emphasize the importance of leadership and work discipline in organizational performance. For instance, Keith (1985) posits that effective leadership involves influencing others to achieve goals enthusiastically. Hasibuan (2007) further supports this by stating that leadership significantly influences subordinate behavior, encouraging cooperation and productivity.

In line with Suranta (2002), the study reaffirms that leadership style, which encompasses behavioral norms for influencing others, is crucial for achieving organizational success. Waridin and Bambang (2008) also highlight the critical role of leadership in managing subordinates to achieve organizational goals.

The findings regarding work discipline are consistent with the views of Cahyono (2012) and Miftah (2012), who assert that disciplined work behavior enhances employee performance. Work discipline ensures that employees adhere to rules and schedules, leading to improved efficiency and productivity.

### Implications

The study's findings have significant implications for hospital management. By focusing on enhancing leadership styles and enforcing work discipline, hospital administrators can improve employee performance. This, in turn, leads to better service delivery, increased patient satisfaction, and overall organizational success.

Hospital management should invest in leadership training programs to develop effective leaders who can inspire and motivate their staff. Additionally, implementing strict work discipline policies and providing regular feedback can help maintain high performance standards among



employees.

Overall, the study underscores the importance of leadership and work discipline as key drivers of employee performance. Future research could explore these factors in different organizational contexts to validate the findings and provide more generalizable insights.

## **CONCLUSION**

This study aimed to determine the influence of leadership style and work discipline on employee performance at Syahid Al-Irsyad Al-Islamiyah Haurgeulis Hospital, Indramayu, West Java, Indonesia. The findings reveal that both leadership style and work discipline have a positive and significant impact on employee performance. Based on the analysis using SPSS version 22.00, the t-test for the leadership style variable resulted in a t-value of 2.656, exceeding the t-table value of 2.062 ( $p = 0.002$ ), thus confirming a significant positive influence. Similarly, the t-test for the work discipline variable produced a t-value of 4.067, also surpassing the t-table value of 2.062 ( $p = 0.021$ ), indicating a significant positive effect on employee performance. Furthermore, the ANOVA test revealed an F-value of 9.807, significantly higher than the F-table value of 2.69 ( $p = 0.001$ ), demonstrating that both leadership style and work discipline together have a substantial influence on employee performance.

In line with the research objectives, it is evident that effective leadership and strict work discipline are crucial for enhancing employee performance. Hospital management should focus on these aspects to improve overall organizational efficiency and achieve their goals. Leadership training programs should be implemented to develop leaders who can motivate and guide their staff effectively. Additionally, clear and fair work discipline policies must be established and consistently enforced to ensure high performance standards.

The policy recommendations derived from this study suggest that Syahid Al-Irsyad Al-Islamiyah Haurgeulis Hospital should enhance its human resource management practices. This includes setting clear rules and regulations, providing necessary motivation and support to employees, and maintaining a fair and just approach in implementing disciplinary actions. By doing so, the hospital can foster a disciplined and motivated workforce, ultimately leading to improved performance and better service delivery.

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