

The Relationship between Leadership Management and Employee Performance and Motivation at Outpatient Pharmacy Installation Semen Padang Hospital

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Abstract. *Leadership is a sociological phenomenon to mobilize employees in achieving effective and efficient performance. In realizing maximum employee performance, high work motivation is needed. Employees who have high work motivation will provide good performance. The role of the leader is very large in creating a work atmosphere with high work motivation. Leadership management practices also occur in the Semen Padang Hospital outpatient pharmacy installation. With the challenge of a high workload, a leader must be able to influence the work motivation of his subordinates in order to provide maximum performance. This study aims to determine the relationship between leadership and employee performance, the relationship between leadership and employee work motivation and the relationship between work motivation and employee performance in the Semen Padang Hospital outpatient pharmacy installation. This research design is cross-sectional using causal studies. The research was conducted through quantitative methods and used Partial Least Square statistical analysis to test the relationship between variables. This study used total sampling in the sampling technique. Based on the results of the study, it was found that leadership has no significant effect on employee performance. Leadership has a significant influence on work motivation and work motivation has a significant relationship with employee performance*

Keywords: *Leadership, Employee Performance, Work Motivation*

A. Introduction

Based on the minimum standards of hospital services, one of the services that must be provided by hospitals is pharmaceutical services (Ministry of Health, 2008). Pharmaceutical services are services related to the administration of drugs to patients with the aim of achieving the right results to improve the patient's quality of life. The implementation of pharmaceutical service standards in hospitals must be supported by the availability of medical resources, an organization that is oriented towards patient safety and in accordance with standard operating procedures (Nel Arianty, 2014).

In an effort to achieve maximum service, hospitals must be supported by quality resources. Every hospital must try to achieve its goals by using the resources it has while still ensuring the long-term sustainability of the hospital. In this case, the hospital's goal as a community service will be achieved if the task or work is carried out effectively and efficiently and remains in line with the wishes of all stakeholders. Thus, organizational performance can be considered as the result of the process carried out by the individuals who compose it based on a predetermined plan. (Suryani and John, 2018) To achieve hospital goals, a leader is needed who is able to apply performance management and motivate

each of his human resources to be able to achieve organizational goals.

Leadership is a sociological phenomenon or process in which an individual exerts influence on one or more individuals to direct activities to achieve common goals (Kaswan, 2018). Leadership relates to the way a leader directs, encourages and regulates all elements in his organization to achieve the desired organizational goals so as to produce maximum employee performance.

This can be seen in one of the hospitals in Padang City, Semen Padang Hospital. It is one of the Type C hospitals in the city of Padang. Semen Padang Hospital consists of emergency department, outpatient department and inpatient department which has 144 beds. In addition, Semen Padang Hospital also provides services in the field of pharmacy. The pharmacy department is led by a General Manager with a pharmacist background. The pharmacy department oversees the outpatient pharmacy unit, inpatient pharmacy unit and operating room, pharmaceutical warehouse unit and CSSD (Central Sterile Supply Department). The Pharmacy Department has 58 human resources with a pharmacist background of 11 people who are divided into units in the pharmacy department. Semen Padang Hospital outpatient pharmacy unit consists of 30 officers. The officers consist of 3 pharmacists and 27 pharmacist assistants. Semen Padang Hospital Outpatient Pharmacy Installation is led by a head of the room who has a pharmacist background.

Employee performance is very influential with the role of the leader. There is a leader's role in providing contributions to employees, namely (1) leaders classify what is expected of employees specifically the goals and objectives of the work performed by their employees, (2) leaders explain how to meet these expectations, (3) leaders convey criteria in performance evaluation effectively, (4) leaders provide feedback when employees have achieved goals and (5) leaders allocate rewards based on the results that have been achieved (Bonaparte do Rêgo, Supartha and Kerti Yasa, 2017). Efforts to improve employee performance are a challenge for leaders because achieving goals depends on the quality of performance of human resources in it.

Similarly, at Semen Padang Hospital, the performance of pharmacy officers can be seen from the flow of outpatient prescription services. The flow of prescription services consists of 4 stages, namely prescribing, transcribing, dispensing and administration. This process does not take place all the time, but is divided according to the officer's shift schedule. In the initial observation that the author conducted on November 17, 2022, it appears that at Semen Padang Hospital in the pharmacy unit, the officer's working hours are divided based on the shift schedule. In one day consisting of three shifts, the division of shifts starts from 7.30 to 14.30 For the morning shift, 14.30 to 21.30 for the afternoon shift and 21.30 to 7.30 for the night shift. Based on this shift division, it is possible for officers who have not completed their work to go home beyond their duty hours. If it exceeds the working hours, it will be counted as overtime hours for pharmacy officers, based on pre-research conducted by researchers at the Semen Padang Hospital outpatient pharmacy installation, it was found that the overtime rate for pharmacy officers was high every month. The high number of overtime for pharmacy officers illustrates the amount of workload that pharmacy officers have. The high workload and the demand to provide the best service for pharmacy officers led to an increase in officer turnover in the pharmacy installation. Many officers resigned with a short tenure. In this case, work motivation also contributes to the high and low employee interest in leaving work (turnover intention). Motivation is a process when a person's effort is generated, directed and maintained to achieve goals. (Kaswan, 2018). Turnover intention is the result of an individual's evaluation regarding the continuation of the individual's relationship with the company where he works (Irwanto and Suwandi, no date), in this case the ability of a leader to be able to build bridges between leaders and employees and provide a sense of confidence and self-esteem in the form of motivation for his employees (Kaswan, 2018).

Motivation is a process by which a person's effort is created, directed and maintained to achieve goals. It takes the ability of leaders to produce human resources who have high work motivation. (Kaswan, 2018). If a leader wants employees to trust him and do something for the leader and the organization they must be motivated. Motivation also has an influence on employee performance. Employees who feel satisfied because their needs have been met by management will work optimally. Employees who have satisfied their needs feel that the leader has rewarded them, and feel that they must work professionally (Bonaparte do Rêgo, Supartha and Kerti Yasa, 2017).

Problem Formulation

Referring to the explanation of the phenomenon above, the problem formulations that will be

proposed in this study include: 1) How is the relationship between leadership and employee performance in the Semen Padang Hospital outpatient pharmacy installation?; 2) How is the relationship between leadership and employee motivation in the Semen Padang Hospital outpatient pharmacy installation?, and; 3) How is the relationship between work motivation and employee performance in the Semen Padang Hospital Outpatient Pharmacy Installation?

B. Method

1. Research Methods

The research design used in this study is cross-sectional using Causal Studies. Where the causal design is useful for measuring the relationship between research variables and is useful for analyzing how a variable affects other variables. This research was conducted using quantitative methods, using statistical analysis to empirically test the relationship between research variables.

2. Location and Time of Research

The study was conducted at the Semen Padang Hospital Outpatient Pharmacy Installation in Padang City and the research data collection was conducted cross-sectionally from November 2022 to June 2023.

3. Population and Sample

The population of this study includes employees at the Semen Padang Hospital Outpatient Pharmacy Installation totaling 30 people. The sampling technique in this study was total sampling.

4. Data Collection and Measurement Techniques

The data collection technique was carried out using a questionnaire that had been prepared by the researcher. The questionnaire consists of three question contents that will ask employees' perceptions of their leaders' leadership management, employees' assessment of their performance and employees' assessment of their work motivation. The variables measured will be translated into variable indicators which will later become the starting point in compiling questionnaire items in the form of statements. All questions on the questionnaire are formed on a Likert scale with points 1-5, namely a. Strongly Agree (SS): score 5, b. Agree (S): score 4, c. Neutral (N): score 3, d. Disagree (TS): score 2. Disagree (TS): score 2, e. Strongly disagree (STS): score 1

5. Data Analysis Technique

In this study, data analysis testing used the SmartPLS version 3.0 application. PLS (Partial Least Squares) is a variant-based structural equation analysis (SEM) that can simultaneously test the measurement model and test the structural model. The measurement model is used for validity and reliability tests, while the structural model is used for causality tests.

C. RESULTS AND DISCUSSION

1. Results

Semen Padang Hospital is a private hospital owned by Semen Padang Hospital Foundation located in the administrative area of Padang City, which is located at Jalan By Pass KM 7, Pisang, Pauh, Pasar Ambacang, Kuranji, Padang City, West Sumatra Province. Semen Padang Hospital is a type C hospital that stands on a land area of 2 ha with a physical building area of 19,400 m² with a total of 144 beds.

One of the services owned by Semen Padang Hospital is the Pharmacy Department. The Pharmacy Department is led by a General Manager who has a pharmacist background. The Pharmacy Department consists of 58 officers who are divided into various installations such as outpatient pharmaceutical installations, inpatient pharmaceutical installations and operating rooms, pharmaceutical warehouses and CSSD. The General Manager of Pharmacy in carrying out his duties is assisted by three other managers, namely the pharmacy warehouse manager, pharmacy services manager and pharmacy

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billing manager. the pharmacy services manager directly supervises the SPV of pharmaceutical services and the SPV of the OK Depot. The SPV of pharmaceutical services is responsible for emergency room pharmacy services, outpatient pharmacy services and inpatient pharmacy services.

a. *Respondent Overview*

Most of the respondents were female, namely 90% and male respondents only amounted to 3 people. Most of the respondents were aged 21-30 years, namely 28 respondents or 93.3%. A total of 2 respondents aged 31-40 years and no respondents aged under 20 years and more than 40 years.

The last education of the respondents was found to be 76.7% of the respondents had a diploma, while 23.3% had a bachelor's degree. It was found that 80% of respondents were non- permanent employees and 20% of respondents were permanent employees. It was found that 30% of respondents had worked for less than 6 months, 30% of respondents had worked between 6 months and 1 year, 36.7% of respondents worked for more than 1 year to five years and 3.3% of respondents worked for more than 5 years.

b. *Leadership Management*

Leadership management is a form of leadership effort carried out by a manager. This relates to organized efforts to manage and utilize human, material and financial resources in order to achieve the set goals. The results of the respondents' achievement level regarding the implementation of leadership management carried out by their leaders are as follows

Based on the subordinates' assessment regarding the implementation of leadership carried out by the manager, it is very good, this can be seen from the average TCR score obtained which reaches 80.60% with a very high interpretation. The highest achievement of the respondent's assessment of the leader's performance is at the point of the statement "The leader is able to fulfill his routine and mandatory duties" with an average assessment of 4.27 or the Total Respondent Achievement reached 85.34%. Meanwhile, the achievement of leadership management performance that has the lowest score is in the statement "The leader can maintain, develop and motivate me" with an average assessment of 3.77 or with a TCR index of 75.34%.

c. *Employee Performance*

Based on respondents' responses regarding their performance, it was found that employee perceptions regarding their performance were very good, where the Total Respondent Achievement score was 81.04% and the average response to all statements was 4.05.

The highest employee assessment of their performance is in statement number 14, namely I am able to work together with fellow coworkers with a TCR number of 87.34%. While the respondents' assessment of their performance was low in statements number 5 and number 7, namely I completed work beyond the standards of Semen Padang Hospital with a TCR score of 72.66% and I completed the work faster than my coworkers did with a TCR score of 73.34%. Question number 5 is a quantity indicator in the employee performance dimension while question number 7 is a timelines dimension in the employee performance assessment.

d. *Work Motivation*

Based on the respondents' assessment regarding work motivation, it is quite high, this can be seen from the average achievement of the respondents' assessment of the statements submitted by the researcher, namely 3.94. The respondent's TCR score for work motivation was 78.84%. The respondent's motivation assessment has the highest score in statement number 1, namely I feel that I have an obligation to work well, namely with an average answer of 4.43 or a TCR score of 88.66%, while the lowest motivation is in statement number 9, namely I get a reward (salary) as it should be with an average assessment of 2.733 or a TCR score of 54.66%.

e. *Data analysis Hypothesis Test*

The hypothesis in the study can be answered by testing the significance of the influence between constructs, this can be seen from the T-Statistic value and the coefficient path value obtained through

PLS Bootstrapping. The PLS Bootstrapping model can be seen in the figure below;

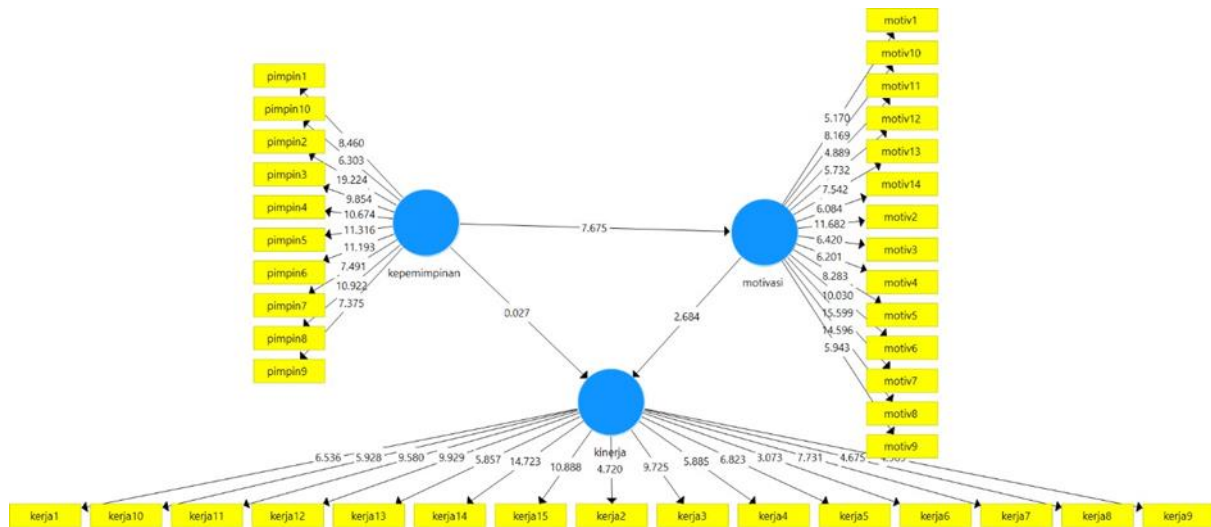


Figure 1. Inner Model Analysis

Where it can be seen in the picture above the structural equation of the inner model Employee Performance = Leadership 0.027 + Work Motivation 2.684

$$\text{Work Motivation} = \text{Leadership } 7.675$$

Hypothesis testing is a test that looks at the magnitude of the relationship and direction between variables. In stating a positive or negative relationship, it can be seen based on the original sample value (o), and the significance of the relationship between variables is seen through the p-value, the p-value ≤ 0.05 is said to be significant and vice versa and the t- statistic > 1.96 (Hair et al., 2010). The value of the test results is seen through bootstrapping. If the value found is in accordance with the hypothesis formula, it is said to be supported, or vice versa, if one of the prerequisites is not met, it is stated that the hypothesis is not supported. The following is hypothesis testing in this study.

Table 1 Hypothesis

Influence between Variables	Original Sample	T-Statistics	P-Values
Leadership -> Employee Performance	0.006	0.025	0.980
Leadership -> Work Motivation	0.677	7.747	0.000
Work Motivation -> Employee Performance	0.553	2.375	0.023

Based on the tests that have been carried out, conclusions can be drawn in the form of

- 1) Leadership Management has a negative and insignificant effect on employee performance, with a T Statistic value of $0.025 < 1.96$ and a p value of $0.980 > 0.05$, this means that h1 "Leadership Management affects employee performance" is rejected.
- 2) Then the test of the effect of leadership on work motivation is positive and significant with a T statistic value of $7.747 > 1.96$ and a p value of $0.00 < 0.00$, meaning that h2 "Leadership management affects work motivation" is accepted.
- 3) Furthermore, the test of the effect of motivation on employee performance is positive and significant with a T statistic value of $2.375 > 1.96$ and a p value of $0.023 < 0.05$ with the meaning that h3 "motivation affects employee performance" is accepted

2. Discussions

a. *Relationship between leadership management and employee performance*

Based on the results of hypothesis testing that has been done, it is found that leadership management has a negative and insignificant effect on employee performance. This means that increasing the implementation of leadership management does not affect employee performance in the outpatient pharmaceutical installation of Semen Padang Hospital. A leader is someone who carries out leadership, while a manager is an individual who carries out management. So that leaders and managers must run two things effectively, namely management and leadership. (Fachrurazi and Nurcholifah, 2022)

Good management by an experienced manager will make a business successful. To achieve success in an institution, not only basic management skills but also good and effective leadership skills are required. This aims to generate, encourage and promote a strong culture within the institution.

A manager is commonly known as a leader, but in reality not all managers can be leaders. So that leadership skills are very important to improve performance efficiency and achieve maximum institutional goals. (Badu and Djafri, no date)

According to Hillingsworth, the fundamental difference between management and leadership is that a manager performs administrative functions while a leader innovates. (Yudiatmaja, 2013) Descriptive analysis in this study, the highest achievement in the implementation of leadership management carried out by managers in the Semen Padang Hospital outpatient pharmacy installation is that the leader is able to fulfill his routine and mandatory duties and the leader is responsive in dealing with problems and can be a place of value if there are obstacles. Both statements get an assessment point of 85.34% and 84.

Whereas in the innovation function owned by leaders in outpatient pharmacy installations get lower assessment points, namely in the question "my leader establishes relationships with other departments to obtain information that will benefit the pharmacy department" and "power leaders are able to develop units by utilizing existing opportunities" each get a TCR value of 78 and 76.66%. This shows that managers in outpatient pharmacy installations tend to carry out their administrative functions very well while the implementation of leadership has not been carried out optimally.

A manager has an obligation to direct the resources owned both human resources, financial resources and other resources to achieve goals through the use of the best management elements. However, when resources and capabilities are available and plentiful, the management process becomes less important. The importance of the management process occurs especially if we have a shortage of resources while there are many goals to be achieved (Jawwad, 2004).

Human resources in the semen padang hospital outpatient pharmacy installation consist of 30 officers. Based on Permenkes RI No. 58 of 2014 concerning pharmaceutical service standards in providing outpatient services, ideally pharmaceutical personnel are needed with a ratio of 1 pharmacist serving 50 patients. In the outpatient pharmaceutical installation consists of 3 pharmacists with the achievement of outpatients per day reaching 500 people. this shows the role of the manager in directing the resources owned so that services in the Semen Padang Hospital outpatient pharmaceutical installation can run optimally is very large.

b. *Relationship between Leadership and Work Motivation*

Based on the results of the hypothesis testing that has been carried out, it is found that leadership has a positive and significant effect on employee work motivation in the Semen Padang Hospital outpatient pharmacy installation. This means that an increase in leadership implementation will increase employee motivation. If the leader wants employees to have high work motivation, the leader must improve his leadership performance.

In increasing work productivity so that employees achieve high work performance, change and drive employees are needed. A leader is a driving product of functional relationships with individuals in his organizational group. Leadership as a dynamic force that stimulates motivation and organizational coordination in achieving goals. In driving the management function, a manager must accept that the need to consciously and continuously improve the quality of work life is a way to increase motivation and improve performance so that the results always improve for the better.

Support provided by managers in the form of work attitude, autonomy, promotion and work motivation has a significant influence on the satisfaction felt by employees. Job satisfaction felt by

subordinates will have an impact on motivation to provide good performance performance, this in turn will have an impact on reducing turnover interest in employees (Suryani and John, 2018).

Highly motivated employees will come and work regularly, have a high sense of ownership of the organization which in turn will lead to improved product quality, reduced waste, increased productivity and improved performance.

Based on the descriptive analysis of respondents' answers to the implementation of leadership management carried out by managers in the Semen Padang Hospital outpatient pharmacy installation, it was found that the attribute "leaders can maintain, develop and motivate me" received the lowest assessment point with a TCR score of 75.34%. This means that the implementation of motivation provided by the leadership is still lacking. If agencies want to improve employee performance, leaders need to increase the provision of motivation to their subordinates.

Motivation given to subordinates can be material or non-material. Material motivation can be in the form of wages, salaries and other goods. While non-material motivation can be in the form of promotions, training opportunities, praise and so on (Wiludjeng, 2007).

c. *Relationship between Motivation and Employee Performance*

Based on the results of hypothesis testing that has been carried out, it is found that motivation has a positive and significant effect on employee performance. This means that if the implementation of employee work motivation increases, it will result in an increase in employee performance. Motivation is one of the factors that affect performance. Motivation is an encouragement for someone to do work. If employees have a strong drive, both internal and external encouragement, employees will be encouraged to do something well. In the end, this encouragement will result in good performance. This applies vice versa. So it can be said that motivation affects performance. The more someone is motivated to do the job, the more their performance will increase (Kasmir, 2017).

There are two main factors that will emphasize the quality of employee performance, namely the desire or motivation of employees to work which then results in the efforts of these employees and the ability of employees to work. So it is expected that the motivation that exists in these employees is the motivation that affects performance. If the employee has high motivation and is supported by high ability, the employee's performance will also be high (Sulistiyani and Rosidah, 2018).

A manager who understands the role of motivation will make motivation the main variable when approaching his subordinates. Manager actions such as delegation of authority, direction to subordinates must be accompanied by motivation. It is intended that the attitude of employees is directed to achieve organizational goals (Sulistiyani and Rosidah, 2018).

In improving employee performance, it is important to pay attention to factors that motivate employees. Based on descriptive analysis, the lowest value of employee work motivation is on the attribute "I get a reward (salary) as it should be" with a point of 2.567 and TCR 51.33%. This means that one of the external motivation factors for employees has not been fulfilled. Employees at the semen padang hospital outpatient pharmaceutical installation feel that the wages received are not commensurate with the effort they put in. If the cement padang hospital outpatient installation wants the performance of its employees to increase, it needs special attention to these attributes. Based on research conducted by (Mahardika, Hamid and Ruhana, 2020) extrinsic motivation has a significant effect on employee performance.

Workers who feel adequately rewarded for their performance will achieve satisfaction at work. In general, there is a symptom that situations that provide rewards are satisfying while situations where there is punishment for someone are unsatisfactory. The lack of hygiene factors can cause forms of dissatisfaction with the work situation (Winardi, 2004). This will have an impact on the quality of employee performance.

In an effort to develop a reward system, the things that need to be done are (1) conduct a job analysis, meaning that job descriptions, job descriptions and job standards contained in an organization need to be done, (2) conduct job assessments related to internal justice in the form of giving "points" for each job. (3) conduct a survey of various prevailing reward systems in order to obtain materials related to external justice. (4) determine the "price" of each job in relation to the "price" of similar jobs elsewhere (Siagian, 2011).

D. CONCLUSIONS AND SUGGESTIONS

Based on the results of hypothesis testing that has been carried out on 30 Semen Padang Hospital outpatient pharmacy officers. So some conclusions can be drawn related to the answers to the formulation of the problem, namely; The relationship between leadership management has a negative and insignificant effect on the performance of Semen Padang Hospital outpatient pharmacy officers, There is a significant relationship between leadership management and work motivation of Semen Padang Hospital outpatient pharmacy officers and There is a positive and significant relationship between work motivation and officer performance in the Semen Padang Hospital outpatient pharmacy installation. From the findings of the research results, the researcher proposes several suggestions including Further evaluation needs to be carried out regarding the implementation of leadership practices in the outpatient pharmaceutical installation so that the performance of employees can increase because it is based on the leadership role of the top, Leaders in outpatient pharmaceutical installations need to pay attention to the work motivation of their subordinates and To be able to achieve maximum employee performance, management needs to review the reward / wage system for employees, especially in the outpatient pharmaceutical installation of Semen Padang Hospital.

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