



Transformational Leadership Style, Work Discipline, Work Stress, and Work Motivation: Their Influence on Employee Performance RSU Purbowangi Kebumen

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ARTICLE INFO

Keywords: Transformational Leadership Style, Work Discipline, Work Stress, Motivation, Employee Performance

Received : 12, October

Revised : 18, November

Accepted: 22, December

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ABSTRACT

The aim of this study is to explore the impact of transformational leadership style, level of work discipline, level of work stress, and level of work motivation on employee performance at Purbowangi General Hospital. A total of 100 employees working in this hospital were respondents in this study, and data were collected using the census method. The results revealed that multiple linear regression analysis indicated that transformational leadership style ($\beta=7.534$, significance=0.003), work discipline ($\beta=6.423$, significance=0.004), work stress ($\beta=5.174$, significance=0.005), and work motivation ($\beta=7.727$, significance=0.003) had a significant influence on employee performance. These findings suggest that in the context of employee performance in hospitals, all four factors have a significant impact. The study contributes by combining transformational leadership style, work discipline, work stress, and work motivation in the context of employee performance in hospitals. It also adds new insights to theoretical analysis, resulting in important findings to enhance performance.

INTRODUCTION

A hospital is an institution that plays a crucial role in society's healthcare services. Hospitals not only provide various medical services such as inpatient care, outpatient care, and emergency services but also function as centers for healthcare education and research. In this context, hospitals play a central role in efforts to improve the overall health quality of the Indonesian population. Health aspects have a significant impact on human quality of life, and hospitals serve as the primary foundation for delivering effective and quality healthcare services. Therefore, a deeper understanding of the factors influencing employee performance in hospitals can contribute to the enhancement of healthcare services and the overall well-being of the community.

Employee performance in hospitals has a significant impact on healthcare services and institutional success. This research is inspired by the knowledge gap in the literature regarding the complex interactions among these factors in the hospital context and aims to fill this gap to provide more effective guidance in improving employee performance and overall organizational effectiveness in healthcare.

Azhari and Supriyatin (2020) and Zahara and Hidayat (2017) argue that the success of a hospital depends on factors influencing Human Resources (HR) owned by a medical facility to provide optimal performance, ultimately affecting patient satisfaction. Patient satisfaction reflects the services received in both medical and non-medical fields, influenced by the performance of the HR in the medical facility.

Employee performance plays a central role in achieving the goals of a hospital. This performance includes quality, quantity, and job contribution. Leadership style is one of the factors that can influence employee performance. According to Febriani's study (2021), leadership style is crucial in influencing employee performance, as each person's leadership style is unique, depending on their character and the environment in which they lead.

Transformational leadership is one of the leadership styles a leader may possess. According to Afriyanti and Rose (2019), transformational leadership emphasizes inspiration, motivation, and the leader's influence on subordinates with the goal of achieving a common goal greater than individual interests.

Previous studies have found different results regarding the impact of transformational leadership on employee performance. Some studies (Kusumayanti et al., 2020; Putra and Surya, 2020; Setyaningrum and Darsono, 2022) found a significant influence on improving employee performance, while others (Risambessy and Wairisal, 2021) found no effect. This indicates variations in research results on the impact of transformational leadership, possibly due to organizational context and individual characteristics.

According to Qustolani (2017), another main aspect that can influence employee performance is the level of work discipline. Work discipline includes qualities such as punctuality, accountability, and integrity in one's approach to completing tasks, in addition to compliance with work regulations and procedures. Some previous studies (Asfar and Anggraeni, 2020; Febriani, 2021; Setyaningrum and Darsono, 2022) found that work discipline significantly

influences employee performance, while others (Kusumayanti et al., 2020) found no effect.

Siagian (2018) argues that another unavoidable factor affecting employee performance is job stress. Excessive tasks can cause stress for employees, negatively impacting their performance, especially when the tasks are demanding and challenging. Therefore, to improve hospital employee performance, it is crucial to have a strong understanding of job stress and effective methods to overcome it. Previous studies have varied results on whether job stress affects employee performance, with some studies (Akbar et al., 2016; Bhastary, 2020) finding a significant impact, while others (Agung, 2020) found no effect.

Finally, motivation is an essential component that can impact worker performance (Darmawan, 2022). High motivation levels can increase employee joy and dedication in fulfilling their responsibilities, leading to improved performance. Having a strong understanding of the elements that drive employee motivation in hospitals can help develop successful tactics in improving performance. Some previous studies (Asfar and Anggraeni, 2020; Nurbaiti et al., 2022; Pahlawan and Onsardi, 2020) found that motivation significantly influences employee performance, while another study (Garcia, 2021) found no effect.

Given the gaps in research results with differing outcomes on variables influencing employee performance, this study aims to provide valuable insights for hospital management to address these issues and formulate more effective strategies to enhance service quality and develop more successful human resources in a competitive and dynamic environment.

The hypotheses in this research are as follows:

1. H1: Transformational Leadership Influences Employee Performance.
2. H2: Work Discipline Influences Employee Performance.
3. H3: Job Stress Influences Employee Performance.
4. H4: Work Motivation Influences Employee Performance.

Based on the explanation of these hypotheses, the research framework is:

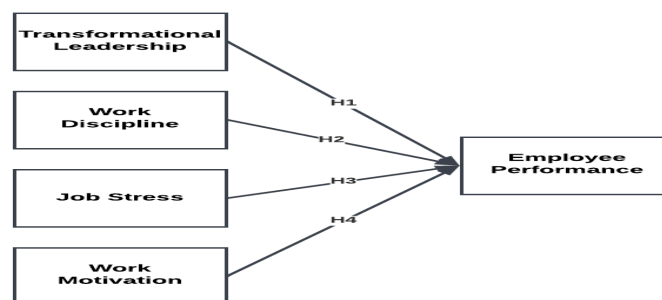


Figure 1: Frequency Chart of Motivation

LITERATURE REVIEW

Transformational Leadership Style

According to Jahroni and Darmawan (2022), transformational leadership style is defined as the ability of a leader to influence subordinates in a way that inspires and encourages them to achieve high levels of performance. According to Siagian (2018), this kind of leadership requires the establishment of a strong relationship between leaders and subordinates, which is based on mutual trust, clear vision, and support in the pursuit of personal growth. Usually leaders who use transformational leadership style encourage their subordinates to achieve higher levels of performance by fostering an environment that is innovative, highly motivated, and focused on personal growth. In addition, transformational leaders often express a corporate vision that energizes their employees, which can encourage employees to work as much as possible (Hustia, 2020). The indicators of transformational leadership style in this study are: [1] Role model; [2] Spiritual maturity; [3] Problem-solving ability; [4] Honesty; and [5] Communication skills (Darmawan, 2022).

Work Discipline

According to Nurbaiti et al. (2022), work discipline is a concept that refers to a person's attitude, behavior, and quality of work in the work environment. As indicated by Anggraeni (2020) and Zahara and Hidayat (2017), discipline in the workplace covers various aspects, including compliance with workplace rules and procedures, punctuality, taking responsibility for their actions, and maintaining their integrity in carrying out their duties.

In addition, workplace discipline theory teaches about the importance of maintaining personal integrity in carrying out tasks. A worker with high integrity is more likely to carry out their responsibilities honestly and responsibly, without violating ethical rules or choosing a path that is not the best path (Shihab et al., 2022). This is in accordance with research conducted by Shihab et al. (2022). This integrity also helps contribute to the organization's reputation and strengthens the trust that exists between management and workers. Indicators of work discipline in this study are: [1] Punctuality; [2] Regularity; [3] Thoroughness; [4] Honesty; and [5] Compliance with rules (Darmawan, 2022).

Work Stress

According to Akbar et al. (2016), work stress is a condition of physical and mental tension that arises as a result of excessive demands and pressures in one's work environment. According to Bhastary et al. (2020), a person is said to experience stress at work when their job demands exceed their capacity to manage or adapt to these circumstances. This theory highlights the importance of recognizing the causes that can lead to stress at work, as well as the effect stress has on employees' ability to perform their jobs and their overall well-being. The notion of occupational stress is highly relevant to the research being conducted here. As a workplace, hospitals are often places with high levels of stress and demands. According to Akbar et al. (2016), hospital workers may experience significant levels of stress as a result of their high job demands, excessive

workload, difficult contact with patients, and the need to make quick judgments in complicated situations. The indicators of job stress in this study are: [1] Increased levels of anxiety; [2] Excessive fatigue; [3] Sleep disturbances; [4] Decreased productivity; and [5] Changes in attitude and behavior (Darmawan, 2022).

Work Motivation

The term "work motivation" refers to the internal factors that drive people to achieve their work goals and act in a productive way at work. This theory highlights the importance of understanding the elements that drive employee motivation, as well as its relationship with performance and job satisfaction (Azhari and Supriyatin, 2020; Pahlawan and Onsardi, 2020). Employees who have strong intrinsic motivation, such as happiness with the job itself, success, and personal advancement, have a tendency to have greater levels of performance and are dedicated to the company (Martha and Putra, 2020; Putra and Suwandana, 2019). Indicators of work motivation in this study are: [1] Job interest; [2] Clear expectations; [3] Recognition and reward; [4] Responsibility; and [5] Professional (Darmawan, 2022).

Employee Performance

Several studies by Azhari and Supriyatin (2020), Nur and Sjahruddin (2019), Pahlawan and Onsardi (2020) revealed that employee performance is defined as the results obtained by a person in carrying out their obligations and responsibilities at work. This theory seeks to understand the elements that drive employee performance in addition to identifying techniques that can improve employee performance. Ultimately, the goal is to improve employee performance. Employee performance indicators in this study are: [1] Productivity; [2] Quality; [3] Contribution; [4] Attendance; and [5] Consistency (Darmawan, 2022).

METHODOLOGY

Contains research data including This research uses quantitative methods, using the saturated sampling method (census). In this study, a self-assessment online questionnaire survey was distributed using Google Form and conducted from May-June 2023 to collect data from employees of RSUD Purbowangi Kebumen. Meanwhile, data processing was carried out using SPSS version 25 software.

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RESULTS AND DISCUSSION

Validity Test

The results of the validity test show that all indicators on the evaluated variables, namely employee performance, transformational leadership style, work discipline, work stress, and work motivation, all have a sig value of more than 0.1638 (r-table), which means that all statements are declared valid.

Table 1. Transformational leadership style validity test results

Variable	r-count	r-table	Status
1	0.756	0.1638	Valid
2	0.718	0.1638	Valid
3	0.918	0.1638	Valid
4	0.867	0.1638	Valid
5	0.767	0.1638	Valid
6	0.930	0.1638	Valid
7	0.701	0.1638	Valid

Table 2. Work discipline validity test results

Variable	r-count	r-table	Status
1	0.923	0.1638	Valid
2	0.872	0.1638	Valid
3	0.703	0.1638	Valid
4	0.937	0.1638	Valid
5	0.872	0.1638	Valid
6	0.899	0.1638	Valid
7	0.926	0.1638	Valid

Table 3. Job stress validity test results

Variable	r-count	r-table	Status
1	0.832	0.1638	Valid
2	0.947	0.1638	Valid
3	0.955	0.1638	Valid
4	0.913	0.1638	Valid
5	0.927	0.1638	Valid

6	0.853	0.1638	Valid
7	0.876	0.1638	Valid

Table 4. Work motivation validity test results

Variable	r-count	r-table	Status
1	0.820	0.1638	Valid
2	0.855	0.1638	Valid
3	0.866	0.1638	Valid
4	0.784	0.1638	Valid
5	0.701	0.1638	Valid
6	0.961	0.1638	Valid
7	0.816	0.1638	Valid

Table 5. Validity test results

Variable	r-count	r-table	Status
1	0.868	0.1638	Valid
2	0.851	0.1638	Valid
3	0.864	0.1638	Valid
4	0.798	0.1638	Valid
5	0.812	0.1638	Valid
6	0.907	0.1638	Valid
7	0.853	0.1638	Valid

Reliability Test

In this study, it was found that each indicator on the variables, namely transformational leadership style, work discipline, work stress, work motivation, and employee performance, all had a Cronbach's alpha value of more than 0.6 (Wibowo et al., 2021). It can be concluded that all statements can be said to be reliable.

Table 6. Reliability test results

Variable	Cronbach Alpha	Status
Transformational Leadership	0.957	Reliable
Work Discipline	0.871	Reliable
Job Stress	0.800	Reliable
Work Motivation	0.804	Reliable
Employee Performance	0.841	Reliable

Classical Assumption Test

Normality Test

Based on the results of the normality test, it can be concluded that the data is normally distributed. This can be proven because the value of Asymp. Sig. (2-Tailed) value is 0.279, which is greater than 0.05.

Table 7. Uji Normalitas - one-sample Kolmogorov-Smirnov analysis.

Unstandardized Residual		
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.25672349
Most Extreme Differences	Absolute	.072
	Positive	.071
	Negative	-.068
Kolmogorov-Smirnov Z		.954
Asymp. Sig. (2-Tailed)		.279
a. Test distribution is Normal		
b. Calculated from data		

Multicollinearity Test

Based on the multicollinearity test results, it can be concluded that there are no constraints on the regression model. This can be proven because the Tolerance value > 0.1 and VIF < 10.00 for all variables.

Table 8. Multicollinearity test

Variables	Colineriality Statistic	
	Tolerance	VIF
X1	0.660	1,742
X2	0.650	1,710
X3	0.639	1,746
X4	0.648	1,838

Heteroscedasticity Test

Heteroscedasticity test is a condition in which the variance and confounding error are not constant for all independent variables. According to Ghozali (2005) in Sujarweni's research (2015), a good regression model is one that does not experience heteroscedasticity. The heteroscedasticity test can be performed using the Glejser test, namely by testing the level of significance. This test is carried out by responding to variable x as the independent variable and the unstandardised regression residual value as the dependent variable. If the test result is above the significance level ($r > 0.05$), it means there is no heteroscedasticity, and vice versa if the value is below the significance level ($r < 0.05$), it means there is heteroscedasticity according to Ghozali (2005) as explained by Sujarweni (2015).

Table 9. Multicollinearity test

Variables	Sig
X1	0.487
X2	0.882
X3	0.776
X4	0.840

Based on the results of the heteroscedasticity test, it can be seen that the overall significance value of the independent variables is above 0.05, which means that the regression model is assumed to have no heteroscedasticity.

Data Analysis

Multiple Linear Regression Test

Multiple regression analysis is used to determine the effect of transformational leadership style, work discipline, work stress, and work motivation, on employee performance, can be done with multiple regression tests.

Table 10. Multiple Linear Regression Test

Coefficients ^a					
Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.853	.238		3.234	.004
X1	.281	.045	.285	2.735	.002
X2	.188	.088	.278	2.334	.017
X3	.154	.074	.226	2.471	.008
X4	.199	.066	.290	2.342	.006

a. Dependent Variable: Y

Based on the results of the regression analysis above, the regression equation can be arranged as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

$$= 11,462 + 0,823 X_1 + 0,852 X_2 + 0,887 X_3 + 0,726 X_4$$

The regression equation above can be explained as follows:

α = The constant value (α) shows a positive value of 0.853 which states that if the transformational leadership style, work discipline, work stress, and work motivation are zero, employee performance increases by 0.853 units.

β_1 = The regression coefficient value for the transformational leadership style variable shows a positive value of 0.281 which states that each increase in transformational leadership style by one unit causes employee performance to increase by 0.281 units assuming other variables remain.

β_2 = The regression coefficient value for the work discipline variable shows a positive value of 0.188 which states that each increase in work discipline by one unit causes employee performance to increase by 0.188 units assuming other variables remain.

β_3 = The regression coefficient value for the work stress variable shows a positive value of 0.154 which states that each increase in work stress by one unit causes employee performance to increase by 0.154 units assuming other variables remain.

β_4 = The regression coefficient value of the work motivation variable shows a positive value of 0.199 which states that each increase in work motivation by one unit causes employee performance to increase by 0.199 units assuming other variables remain.

Based on the results of multiple regression analysis, the variable that has the most influence on employee performance is Job Stress.

Coefficient of Determination (R²)

To find out how much influence transformational leadership style, work discipline, work stress, and work motivation have on employee performance can be seen through adjusted R square. A small value means that the ability of the dependent variables is very limited. A value close to one means that the independent variables provide almost all the information needed to predict variations in the dependent variable.

Table 11. Test Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.789 ^a	.732	.711	1.76426
a. Predictors: (Constant), X1, X2, X3, X4				

Based on table 5, it can be seen that the adjusted R square value is 0.789 or 78.9%, this means that the variables of transformational leadership style, work discipline, work stress, and work motivation on employee performance are 78.9%, while the remaining 21.1% is influenced by other factors not examined.

T Test (Partial)

The T test is used to answer the question of whether the independent variables of transformational leadership style, work discipline, work stress, and work motivation individually have a significant effect on the dependent variable (employee performance). The hypothesis is accepted if the significant level is <0.05 and the hypothesis is rejected if the significant level is > 0.05 .

Table 12. T test

Coefficients ^a					
Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.853	.238		3.234	.004
X1	.281	.045	.285	2.735	.002
X2	.188	.088	.278	2.334	.017
X3	.154	.074	.226	2.471	.008
X4	.199	.066	.290	2.342	.006

a. Dependent Variable: Y

1) First Hypothesis

From the table above, it can be seen that the test results for the transformational leadership style variable (X1) obtained a tcount value of 2.735 while the ttable is 1.656, this means $tcount > ttable$. The significance value of the transformational leadership style variable is 0.002 less than 0.05. Because $thitung > ttabel$ ($2.735 > 1.656$) means that H_a is accepted and H_o is rejected, therefore partially there is a positive and significant influence between transformational leadership style on employee performance.

2) Second hypothesis

From the table above, it can be seen that the test results for the work discipline variable (X2) obtained a tcount value of 2.334 while the ttable is 1.656, this means $tcount > ttable$. The significance value of the work discipline variable is 0.04 less than 0.017. Because $thitung > ttabel$ ($2.334 > 1.656$) means that H_a is accepted and H_o is rejected, therefore partially there is a positive and significant influence between work discipline on employee performance.

3) The third hypothesis

From the table above, it can be seen that the test results for the work stress variable (X3) obtained a tcount value of 2.471 while the ttable is 1.656, this means $tcount > ttable$. The significance value of the work stress variable is 0.008 less than 0.05. Because $thitung > ttabel$ ($2.471 > 1.656$) means that H_a is accepted and H_o is rejected, therefore partially there is an influence between work stress on employee performance.

4) The fourth hypothesis

From the table above, it can be seen that the test results for the work motivation variable (X4) obtained a tcount value of 2.342 while the ttable is 1.656, this means $tcount > ttable$. The significance value of the work motivation variable is 0.06 less than 0.05. Because $thitung > ttabel$

(2.342 > 1.656) means that H_a is accepted and H_o is rejected, therefore partially there is an influence between work motivation on employee performance.

CONCLUSIONS AND RECOMMENDATIONS

This study aimed to investigate the impact of transformational leadership style, work discipline, work stress, and work motivation on the performance of employees at RSU Purbowangi Kebumen. Based on the data analysis and discussion conducted, the following conclusions can be drawn:

- 1) Transformational Leadership Style: The findings indicate that transformational leadership style has a positive and significant effect on employee performance when considered individually.
- 2) Work Discipline: The study reveals that work discipline, when examined in isolation, has a positive and significant impact on employee performance.
- 3) Work Stress: The analysis suggests that work stress, when considered on its own, has a positive and significant effect on employee performance.
- 4) Work Motivation: The results demonstrate that work motivation, when analyzed independently, has a positive and significant effect on employee performance.
- 5) Combined Impact: When all factors—transformational leadership style, work discipline, work stress, and work motivation—are considered simultaneously, they collectively exert a positive and significant influence on employee performance.

These conclusions highlight the nuanced relationships between the variables under consideration and emphasize the importance of addressing leadership style, work discipline, stress management, and motivation collectively to enhance employee performance. Further detailed analysis may be necessary to explore the specific mechanisms and interactions contributing to these observed effects, providing valuable insights for practical applications and organizational strategies.

FURTHER STUDY

Based on the writing of this study, the researcher realises that there are still many shortcomings in it. Suggestions from researchers are as follows:

1. For the company:

a. Transformational leadership style

Companies should pay more attention to transformational leadership training and development for managers and leaders in the organisation. This can help them to be more effective in motivating and inspiring employees. Management should create an organisational culture that

supports and encourages transformational leadership styles. This includes making room for innovative ideas, sharing a clear vision, and providing necessary support to leaders.

b. Work discipline

Companies can adopt a more systematic approach in monitoring and supporting employee discipline. This could involve implementing clear policies and procedures, as well as providing regular feedback related to performance and punctuality. Promote a work culture that emphasises the importance of discipline and responsibility at all levels of the organisation. This can be done through training, communication, and recognition of employees who demonstrate high levels of discipline.

c. Work stress

Management should identify and manage sources of work stress in the work environment. This may involve reviewing tasks and workflows, as well as providing psychological support to stressed employees. Socialise stress management strategies to employees, such as relaxation techniques, time management, and work-life balance.

d. Work motivation

Companies can implement recognition and reward programmes that can increase employee motivation. This includes recognition of achievements, clear promotions, and appropriate incentives. Management should communicate openly and clearly about the organisation's goals, vision, and objectives to all employees to increase their sense of belonging and motivation.

2. For Further Researchers.

Based on the coefficient of determination which shows an Adjusted R-Square value of 83.4%, future research is expected to expand other research variables such as job satisfaction, training and balance, management support and individual characteristics.

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