The Effect of Job Motivation, Job Satisfaction and Transformational Leadership Style on Employee Performance

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ABSTRACT

Background: Employee performance in an organization is influenced by several factors such as: work motivation, job satisfaction and transformational leadership style, if all of them are fulfilled properly then the performance of employees will increase. The purpose of this study was to analyze the effect of work motivation, job satisfaction and transformational leadership style on employee performance in Class D Hospital.

Research Methods: This research method uses a quantitative approach with a causal design based on cross-sectional time dimensions. The population in this study used 60 employees as a saturated sample. The data collection technique is in the form of a questionnaire with a measurement scale using a Likert scale. Analysis of the data in this study using multiple regression analysis.

Result: It is known that the coefficient of determination or R Square is 0.774 or equal to 77.4%. This figure means that the variables of work motivation (X1), job satisfaction (X2) and transformational leadership style (X3) affect the performance of employees in class D Hospital by 77.4%.

Implications: Work motivation, job satisfaction and transformational leadership style have a positive effect on employee performance.

Keywords: Employee Performance, Job Satisfaction, Transformational Leadership Style, Work Motivation.

I. INTRODUCTION

In the current era of globalization, high organizational performance demands to be able to survive in the midst of very tight competition. In this regard, it is necessary to conduct research to determine what factors affect employee performance. Performance appraisal of employees is usually based on job descriptions that have been prepared by the organization. Thus, the good and bad performance of employees is seen from their ability to carry out tasks in accordance with the work for which they are responsible. Factors that influence performance appraisal in this study include work motivation, job satisfaction and leadership style. RSUD X is located in the Kemayoran area, Jakarta. Performance appraisal at RSUD X is influenced by patient complaints about nurses, as well as competency gaps between employees at RSUD X. Performance appraisal is an activity to measure/assess to determine whether an employee/employee succeeds or fails in carrying out his work by using job standards as a benchmark. (Yuwalliatin, 2017). Work motivation is one of the factors that affect performance (Stewart & Ostrove, 2019). Motivation is a person's attitude towards his work in order to create a sense of satisfaction with his performance (Herzberg, 1966). Brown and Lent (2017) state that one of the most important factors that move people to achieve their goals is motivation. Motivation refers to all aspects of behavior and actions, but also the intention to act that energizes and directs behavior, being motivated means being transferred to something (Ryan & Deci, 2000; Deci et al., 2018). Motivation is the guiding principle that allows people to stay focused on the path of success regardless of the challenges that may be faced. This includes both personal and professional goals and objectives. Based on this, work motivation is an important variable in affect nurse performance. The need for achievement is a very large potential energy reserve and people who are successful in business and industry are people who succeed in getting things done. In addition, Suharto and Cahyo (2016) in their research state that intrinsic and extrinsic motivation and culture have a positive and significant impact on organizational commitment. Meanwhile, Yuwalliatin (2017) in his research states that motivation is positively related to employee performance. Job satisfaction is a general attitude of an individual towards his work (Robbins, 2017). According to research by Nitisemoto (2016) the effect of job satisfaction on employees is very large. High morale, anxiety and employee loyalty are much influenced by the amount of job satisfaction. Organizational progress is influenced by the quality of its leadership or management style and the commitment of the leader of a company. The main functions of a leader according to Krench and Crutchfield (1948) are as planners, implementers, policy makers, experts, representatives of outside groups, supervisors, and controllers of relationships within the group, leaders of success and failure, problem solver subordinates, role models.
subordinates, a reflection / the symbol of a group, the person in charge, and the ideology for the group. Leadership is exercised when a person mobilizes institutional, political, psychological, and other resources to arouse, engage and motivate followers. A good leader does not complete his personal tasks but seeks to help others to complete their tasks well. Its form can be coordinated on the work of a group from a particular department or company in supervising its employees (Robbins & Coulter, 2018).

Transformational Leadership Style is a type of leadership style that leads to positive changes in those who follow (followers). Transformational leadership style as a process in which leaders and followers raise each other to a higher level of morality and motivation (Burn, 1978). The style of transformational leaders is generally energetic, enthusiastic, and passionate. Not only do leaders pay attention and get involved in the process, but they are also focused on helping each group member to succeed (Lewis, 2017). The description of the incident above, of course, should not be allowed to drag on, because it will have an impact on organizational performance. Where in the current era of globalization requires high organizational performance to be able to survive in the midst of a very tight level of competition. In this regard, it is necessary to conduct research to determine what factors affect employee performance. By identifying and researching various factors, it is hoped that an overview of matters related to improving employee performance will be obtained. This study tries to study these factors, namely the influence of work motivation, job satisfaction and transformational leadership style on employee performance at Regional General Hospital X.

II. RESEARCH METHOD

A. Design

This study uses a survey method, namely research that takes a sample from a population by using a questionnaire as the main data collection tool to examine the observed symptoms or phenomena. This study uses a causality design based on the cross-sectional time dimension, namely the measurement of the independent and dependent variables is carried out at the same time.

The relationship between research variables is described in the following constellation:

![Research Constellation Framework](image)

B. Sample

The sample of this research is the inpatient and outpatient nursing staff who work at RSUD X which is a class D hospital in the Central Jakarta City area, totaling 60 people.

C. Research Instrument

Primary data collection used a questionnaire which was filled out by each respondent and was carried out by a research assistant to assist in the distribution of the questionnaire and the completeness of the data. Demographic data questionnaire was used to see the characteristics of respondents. This instrument consists of age, gender, marital status, years of service and education. The questionnaire was created by the author using a google form and distributed without an assistant at the same time as the questionnaire was distributed. Analysis of the data in this study using multiple regression. This study was conducted to explain the effect of three variables, namely the independent variable which includes work motivation (X1), job satisfaction (X2), transformational leadership style (X3) with the dependent variable is employee performance (Y). The type of data used is quantitative data. The type of research used is Quantitative Causality. Work motivation is a person's attitude towards his work in order to create a sense of satisfaction with his performance (Herzberg, 1966). Herzberg (1966) also suggests that the dual motivation theory suggests 16 factors that can motivate a person to work optimally, known as intrinsic work motivation and extrinsic work motivation. Indicators of work motivation include:

1) I get my salary on time in this hospital.
2) I work according to the knowledge I have and I am given complete equipment to work in this hospital.
3) I get feedback from the boss on the work I do.
4) I get advice/input from the leadership if I have difficulty completing work.
5) I am treated fairly and objectively when I get a promotion opportunity.
6) I have career advancement opportunities according to the skills I have.
7) I get promotion opportunities through clear procedures.
8) I get work supervision from the leadership at this hospital.
9) I can communicate well with coworkers.
10) I feel that my colleagues at this hospital provide support when I face difficulties.

Meanwhile, according to the theory of Burn (1978), states that transformational leadership style as a process in which 'leaders and followers raise each other to a higher level of morality and motivation'. Tichy and Devanna (1986) mention that transformational leadership style is needed to be able to make changes and revive organizations. Indicators of transformational leadership style include

1) My boss emphasizes the rules to avoid mistakes.
2) My boss motivates me to work so that it increases self-confidence.
3) My supervisor is masterful and clear in delivering assignments and can be a good example.
4) My supervisor monitors and evaluates his subordinates at work.
5) My boss gives the opportunity for subordinates to give ideas and solve problems.
6) My boss gives praise when his subordinates do a good job.
7) My boss talks about the future/targets/targets to be achieved optimistically.
8) My supervisor is able to provide solutions in every problem encountered.

Performance is a result achieved by employees in their work according to certain criteria that apply to a job (Robbins, 2016). Performance is a condition that must be known and informed to certain parties to determine the level of achievement of an agency's results associated with the vision carried out by an organization and to know the positive and negative impacts of an operational policy taken. Meanwhile, the performance indicators are as follows:

1) Integrity.
2) Service Orientation.
3) Leadership.
4) Creativity
5) Work Results.
6) Discipline.
7) Responsibility.
8) Cooperation.
9) Communication.
10) Initiative.
11) Mastery of the Field of Work.

With regard to the measurement scale in the preparation of the questionnaire, the researcher used a modified Likert scale with an interval scale of 1 to 4, 1 = strongly disagree, 2 = disagree, 3 = agree, 4 = strongly agree. The results of the reliability test obtained that the alpha value of all variables was greater than the value of 0.60. Therefore, it can be concluded that all questionnaires in this study are reliable or consistent, in measuring each variable, so that they can be used as research instruments.

III. RESULT

The characteristics of this study showed that 60 respondents who were examined by gender found that the female sex was a larger proportion than male employees, namely 89% women (53 people) and 11% men (7 people). Most of the employees are in the age group above 35 years by 42 people (70%). Of the 60 respondents studied based on education, it was dominated by Diploma education by 93% (56 people). Furthermore, respondents who were studied based on years of service, 43% (26 people) of respondents had worked for 1-5 years and 57% (34 people) worked for >5 years. In this study, a reliability test was conducted using Cronbach Alpha. Reliability is a tool to measure a questionnaire which is an indicator of a variable. A questionnaire is said to be reliable or reliable if the respondent's answer to the statement is consistent or stable from time to time. Testing with criteria if r count < 0.60 means it is not reliable and if r count > 0.60 means reliable. Then after the questions were declared valid and reliable, the researchers conducted sampling using descriptive data analysis techniques using Three Boxes. The method that divides the question score items into low, medium, and high. The researcher analyzed with descriptive analysis in which this analysis technique got a picture of the respondents' answers regarding the research variables used. This analysis was carried out using index analysis techniques. The results of the description of respondents' answers are shown in the matrix of respondents' responses as follows:

1) Employee performance: high, with information that good teamwork has a significant effect on employee performance. With an index of 54.5.
2) Work motivation: high, with information that an employee will give his best performance if he thinks the work, they will do is in accordance with the abilities they already have. With an index of 48.6
3) Job satisfaction: high, with the information that Compensation in the form of salaries paid on time will increase employee job satisfaction. With an index of 52.9
4) Transformational leadership style: high, with information that the Leader applies a good transformational leadership style at this time and can be a good example for them. With an index of 52.87

A. Hypothesis Test

The method used to analyze in this research is multiple linear regression method between the independent variable and the dependent variable. The F test is known as the simultaneous test and is carried out to determine the effect of all independent variables together on the dependent variable. This test is carried out by observing the significance value used in this study of 5% or 0.05, where the X variable is said to have a simultaneous effect on the Y variable if the significance value is < 0.05. The results of the F test can be seen from the following table:

<table>
<thead>
<tr>
<th>TABLE I: F TEST RESULT (ANOVA*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>Regression</td>
</tr>
<tr>
<td>1 Residual</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

(Sumber: Data Hasil Diolah Dengan Sps).
A. Dependent Variable: Performance (Y).
B. Predictors: (Constant), Work Motivation(X1), Work Satisfaction (X2) And Transformational Leadership Style (X3).

The results of the F test in the table above show a significance value of <0.05. The results of the F test were carried out to analyze the effect of the variables of Work Motivation (X1), Job Satisfaction (X2) and Transformational Leadership Style (X3), on Employee Performance (Y) in Hospitals with H1 namely, Work Motivation (X1), Job Satisfaction (X2) and Transformational Leadership Style (X3), simultaneously have an effect on Employee Performance in Hospitals. While the results of the t test are described in the following table:

<table>
<thead>
<tr>
<th>TABLE II: T TEST RESULT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>(Constant)</td>
</tr>
<tr>
<td>Work Motivation (X1)</td>
</tr>
<tr>
<td>Work Satisfaction (X2)</td>
</tr>
<tr>
<td>Transformational Leadership Style (X3)</td>
</tr>
</tbody>
</table>

(Description: Hypothesis 2 Accepted; Hypothesis 3 Accepted; Hypothesis 4 Accepted.
From the results of data processing on the t test, the results obtained that show that:

1) Testing the effect of Work Motivation variable (X1) on Employee Performance variable (Y)

H2: Work Motivation has an effect on Employee Performance in Hospitals. With a probability of 0.05 and the results of Multiple Regression obtained t count of 3.323 (t-table = 1.671). Based on the results of data processing, the probability value of p-value is 0.001 < 0.05, then Ho is rejected, or Ha is accepted, so it can be concluded that the work motivation variable has a significant effect on performance.

2) Testing the effect of Job Satisfaction (X2) on Employee Performance variables (Y)

H3: Job Satisfaction has an effect on Performance in Hospitals. With a probability of 0.05 and the results of Multiple Regression obtained t count of 4.987 (t-table = 1.671). Based on the results of data processing, the probability value of p-value is 0.000 <0.05, then Ho is rejected, or Ha is accepted, so it can be concluded that Job Satisfaction (X2) on the Performance variable (Y) has a significant effect.

3) Testing the influence of the Transformational Leadership Style variable (X3) on the Employee Performance variable (Y).

H4: Transformational Leadership Style has an effect on Employee Performance in Hospitals. With a probability of 0.05 and the results of Multiple Regression obtained t count of 3.367 (t-table = 1.671). Based on the results of data processing, the probability value of p-value is 0.001 < 0.05, then Ho is rejected or Ha is accepted, so it can be concluded that the Transformational Leadership Style variable (X3) has an effect on performance (Y).

While the results of the R2 test show a value of 0.774 or 77.4%. It can be seen that work motivation (X1), job satisfaction (X2) and transformational leadership style (X3) affect performance by 77.4% while the rest is influenced by 22.6% by other factors outside the variables tested in this study for example workload, work stress, and teamwork.

B. Discussion of Research Results

From the results of the F test, t test and R2 above, it can be concluded that:

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1: Work Motivation, Job Satisfaction and Transformational Leadership Style, Simultaneously Affect Employee Performance in Hospitals</td>
<td>H1 accepted or H0 rejected</td>
</tr>
<tr>
<td>H2: Work Motivation has a significant effect on Employee Performance in Hospitals</td>
<td>H2 accepted or H0 rejected</td>
</tr>
<tr>
<td>H3: Job satisfaction has a significant effect on employee performance variables in hospitals</td>
<td>H3 accepted or H0 rejected</td>
</tr>
<tr>
<td>H4: Transformational Leadership Style (X3) has an effect on Employee Performance in Hospitals</td>
<td>H4 accepted or H0 rejected</td>
</tr>
</tbody>
</table>

The following is the discussion in this research:

1) The influence between work motivation, job satisfaction, transformational leadership style and employee performance

Based on the theory of Herzberg (1966), work motivation is a person's attitude towards his work in order to create a sense of satisfaction with his performance. Herzberg (1966) also suggests that the dual motivation theory suggests 16 factors that can motivate a person to work optimally, known as intrinsic work motivation and extrinsic work motivation.

Intrinsic work motivation is motivation that is directly associated with task execution, which includes: recognition, achievement, possibility for growth, possibility for advancement and the work itself. While extrinsic work motivation is motivation that surrounds work and does not function motivational, which includes salary, relationship with co-workers, technical supervision, company policies and administration, working conditions, status, personal life factors, and job security. The results of research conducted by Putra, Cho, and Liu (2017), entitled "Extrinsic and intrinsic motivation on work engagement in the hospitality industry: Test of motivation crowding theory" states that intrinsic motivation plays an important role in increasing employee work engagement and also found that there is no indication that employee intrinsic motivation decreases when extrinsic motivation kicks in. Job satisfaction according to Robbins (2017) is a general attitude of an individual towards his work. The job demands interaction with coworkers and superiors, following organizational rules and policies, meeting performance standards, living in work conditions that are often less than ideal, and the like. This means that an employee's assessment of his or her satisfaction with the job is a complex summation of a number of discrete (differentiated and separate) work elements. The results of research conducted by Soomro, Breitenecker and Shah (2018), show that work-life balance and work-family conflict have a positive effect on employee performance. Job satisfaction has a moderate effect on the relationship between work-life balance, work-family conflict, and work-family conflict with perceived employee performance. According to Burn's theory (1978), states that transformational style as a process in which 'leaders and followers raise each other to a higher level of morality and motivation'. While the results of research from Jaroliya and Gyanchandani (2021), entitled “Transformational leadership style: a boost or hindrance to team performance in the IT sector” suggests that there is a strong and positive relationship between transformational leadership style and team performance. Furthermore, it is also found that transformational leaders are very helpful in improving team performance which in turn increases organizational productivity. Human resources are one of the most valuable assets owned by a company. This element of human resources is one of the key factors that must be maintained by a company in line with the demands that are always faced by the company to answer every challenge that exists. This is in accordance with the opinion of Gomes (2008), "Human resources are resources that have reason, feelings, desires, abilities, skills, knowledge, drive power". For companies, efforts to increase employee motivation and maintain quality human resources are very important.

2) The influence between work motivation and employee performance

The average value for the Work Motivation variable is 48.6 and is included in the High category. This means that respondents already have a fairly good work motivation.
Motivation is a factor that encourages someone to do a certain activity. Therefore, motivation is often interpreted as a factor driving a person's behavior. The highest index is found in the Extrinsic Motivation indicator "Employees will work hard if they are rewarded" with an index value of 56.25. This shows that compensation payments based on skills will encourage employees to learn continuously, develop their skills, and be able to work together with other members in the company. The more developed the skills possessed, the greater the compensation they will receive. Work motivation has an effect on performance in the hospital. With a probability of 0.05 and the results of Multiple Regression obtained t count of 3.323 (t-table = 1.671). Based on the results of data processing, the probability value of p-value is 0.000 < 0.05, then H0 is rejected, or Ha is accepted, so it can be concluded that the work motivation variable has a significant effect on employee performance. Based on the theory of Herzberg (1966), work motivation is a person's attitude towards his work in order to create a sense of satisfaction with his performance. Herzberg (1966) also suggests that the dual motivation theory suggests 16 factors that can motivate a person to work optimally, known as intrinsic work motivation and extrinsic work motivation. Intrinsic work motivation is motivation that is directly associated with task execution, which includes: recognition, achievement, possibility to grow, possibility to progress and the work itself. While extrinsic work motivation is motivation that surrounds work and does not function motivational, which includes salary, relationship with co-workers, technical supervision, company policies and administration, working conditions, status, personal life factors, and job security. The results of research conducted by Putra, Cho, and Liu (2017), entitled "Extrinsic and intrinsic motivation on work engagement in the hospitality industry: Test of motivation crowding theory" states that intrinsic motivation plays an important role in increasing employee work engagement and also found that there is no indication that employee intrinsic motivation decreases when extrinsic motivation kicks in. Based on the explanation above, it is known that the motivational factors that can affect employee performance, including salary or relationships between employees, if both go well and smoothly for employees, employees will automatically provide the best performance for the company because the motivation they get is in line with expectations. They. Work motivation is the mental and emotional involvement of people in group situations that encourage them to contribute to group goals or take responsibility for achieving goals. An individual or work team generates positive synergy through coordinated efforts so that it will produce better performance than individual performance in an organization. Good work motivation is significantly related to employee performance, where if the employee's work motivation is maximum, it will provide maximum work effectiveness and organizational goals are achieved.

3) The influence between job satisfaction and employee performance

The average value for the job satisfaction variable is 52.9 and is included in the High category. This means that we find that job satisfaction results in higher performance when compared to less job satisfaction. The job demands interaction with coworkers and superiors, following organizational rules and policies, meeting performance standards, living in work conditions that are often less than ideal, and the like. The highest index is found in the Job Satisfaction indicator "Employees get advice/input from the leadership if I have difficulty completing work" with an index value of 55.25. This shows that it is related to an emotional state as a reflection of feelings and is closely related to the attitudes of employees themselves, work situations, cooperation between leaders and employees so that job satisfaction can be achieved. Clear" with an index value of 14.5. This shows the meaning that getting a promotion is certainly something that is highly desired by every employee who works in an organization because they want to be more advanced and better in the future. Job Satisfaction has an effect on Performance in Hospitals. With a probability of 0.05 and the results of Multiple Regression obtained t count of 4.987 (t-table = 1.671). Based on the results of data processing, the probability value of p-value is 0.000 < 0.05, then H0 is rejected, or Ha is accepted, so it can be concluded that Job Satisfaction (X2) on the Performance variable (Y) has a significant effect. According to Robbins (2017) job satisfaction is a general attitude of an individual towards his work. The job demands interaction with coworkers and superiors, following organizational rules and policies, meeting performance standards, living in work conditions that are often less than ideal, and the like. This means that an employee's assessment of his or her satisfaction with the job is a complex summation of a number of discrete (differentiated and separate) work elements. The results of research conducted by Soomro, Breitenecker and Shah (2018), show that work-life balance and work-family conflict have a positive effect on employee performance. Job satisfaction has a moderate effect on the relationship between work-life balance, work-family conflict, and work-family conflict with perceived employee performance. Feelings of satisfaction or individual satisfaction with work which is the result of subjective assessment of aspects of work which include satisfaction with the work itself, salary received, opportunities for promotion and career development, quality of supervisors and relationships with colleagues.

4) The influence between transformational leadership style and employee performance

The average value for the Transformational Leadership Style variable is 52.87 and is included in the High category. This means that we find that transformational leadership style in hospitals has the ability to motivate others to achieve high standards and long-term goals. The degree to which a leader is called transformational is primarily measured in terms of the leader's effect on his followers in terms of trust, admiration, loyalty and respect for the leader, and motivating followers to do more than initially expected of them. The highest index is found in the Transformational Leadership Style indicator "My supervisor gives the opportunity for subordinates to provide ideas and solve problems" with an index value of 57. This shows that the leader transforms and motivates his followers by making followers more aware of the importance of the results of an organization. work, encourage followers to put the interests of the organization and team ahead of their own, and activate followers' needs at a higher level. Transformational leadership style has an effect on performance in hospitals. With a probability of 0.05 and
the results of Multiple Regression obtained t count of 3.367 (t-table = 1.671). Based on the results of data processing, the probability value of p-value is 0.001 < 0.05, then Ho is rejected, or Ha is accepted, so it can be concluded that the Transformational Leadership Style variable (X3) has an effect on Performance (Y). Leadership is a process of influencing, directing, instructing, motivating, inspiring, generating power, giving orders to other people or groups to support, respond, inspire, do something, make others act, through communication to make changes to organizational culture that are more advanced in order to achieve tangible results and common goals. With a good leadership style, employees can maximize the potential of employees, create a pleasant work environment, and motivate employees to complete their work better and more efficiently. The success of an organization in achieving its goals is very dependent on the quality of the leadership in the organization. The quality of the leadership style in the organization is also reflected in the leader's ability to: understand the factors that are the strengths of the organization, recognize organizational weaknesses, take advantage of existing opportunities, eliminate various threats, be proactive and anticipatory to change, encourage subordinates to work with optimum efficiency, effectiveness and productivity as well as creating a conducive working climate. The transformational leadership style was formulated by Burn (1978) who described the transformational leadership style as a process in which 'leaders and followers raise each other to a higher level of morality and motivation'. The results of a study by Jariolya and Gyanchandani (2021), entitled "Transformational leadership style: a boost or hindrance to team performance in the IT sector" suggest that there is a strong and positive relationship between transformational leadership style and team performance. Furthermore, it is also found that transformational leaders are very helpful in improving team performance which in turn increases organizational productivity.

Transformational leadership style is a leadership style in which the leader provides individualized consideration and intellectual stimulation, and who has the charisma to motivate work so that it can improve better performance so that it can support the achievement of goals and the survival of the company. Transformational leadership style basically encourages subordinates to do better than what can be done, in other words, it can motivate employees to increase employee confidence and self-confidence. The results of a study conducted by Gantinato, Ruswanti, and Rahman (2019) entitled Leadership Style, Intellectual Capital, Corporate Social Responsibility and Corporate Performance: A Comparative study between two Indonesian Industries with results showing its importance for the development of management policies, for example, in terms of determining leadership competencies to improve organizational performance. An effective leadership style will make a major contribution to employee performance, otherwise an ineffective leadership style can hinder employee performance. Indications of decline and low performance are low work productivity, high absenteeism, high damage rates, anxiety everywhere, frequent customer complaints and strikes. The success of a leader is influenced by the leadership style that is set on the people he leads. One of the appropriate leadership styles in dealing with all changes and increasing the pro-active attitude of employees is the transformational leadership style.

IV. CONCLUSIONS, IMPLICATIONS AND SUGGESTIONS

A. Conclusions

Based on the results of the research and discussion, the researcher can draw some conclusions as follows:

1) A good sense of work motivation can contribute to group goals or various responsibilities to achieve goals. An individual or work team generates positive synergy through coordinated efforts so that it will produce better performance than individual performance in an organization.

2) Employees' perception of co-workers' willingness to help solve work-related problems contributes significantly to strengthening the relationship of trust among coworkers.

3) Leaders provide consideration and intellectual stimulation that is individualized, and who has the charisma to motivate work so that more can improve better performance.

4) Good motivation, job satisfaction and a good compensation system in the hospital will make it easy for hospital leaders to increase their motivation and service quality, so that they can produce quality services with high performance.

B. Managerial Implications

Based on the research results that have been obtained, the efforts that can be made by the hospital leadership include:

1) Work Motivation Variable

This study helps hospital management to develop programs to increase employee motivation by increasing intrinsic motivation for employees. Intrinsic work motivation includes recognition, achievement, the possibility to grow, the possibility to progress and the work itself.

2) Work Satisfaction Variable

This research helps hospital management to increase employees' understanding that promotion or career advancement is not only a structural position. However, an increase in functional positions is also a form of promotion and career path given by the hospital to employees. With an increased understanding of the career path of functional positions, it will be able to increase job satisfaction for employees.

3) Transformational Leadership Style Variable

This research helps hospital management to improve leadership from management to employees by getting closer to employees and helping motivate them to work. With increased leadership from the leaders will be able to improve the performance of hospital employees.

C. Suggestions

From the results of the analysis and conclusions, the researcher submits suggestions, among others:

1) Employee Performance

Hospital management needs to regularly improve the knowledge and understanding of hospital employees regarding the vision, mission, values and culture of the
hospital. So that by increasing employees’ understanding of the values and culture of the hospital, it will be able to increase the discipline, responsibility and initiative of employees while working which in turn will improve the performance of these employees and hospital performance.

2) Work Motivation
Hospital management needs to give awards for every achievement made by employees. The award does not have to be in the form of money or goods, it can be in the form of praise in front of the employee's co-workers or in official forums, even in the form of recognition as an employee of the month.

3) Work Satisfaction
Hospital management needs to socialize career pathways to employees by emphasizing career paths in functional positions. Management also makes the promotion stage as transparent as possible.

4) Transformational Leadership Style
Hospital leaders need to improve their leadership towards employees by getting closer to employees, so that employees can openly convey the targets they must achieve. Hospital management needs to socialize career pathways to employees by emphasizing career paths in functional positions. Management also makes the promotion stage as transparent as possible. Hospital leaders also need to continue to emphasize the rules that must be carried out by employees and leaders can provide solutions to every obstacle faced by employees.

REFERENCES