



**THE IMPACT OF LEADERSHIP STYLE, JOB MOTIVATION AND JOB SATISFACTION
ON THE EMPLOYEE PERFORMANCE OF MANADO ADVENTIST HOSPITAL**

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Abstract: The purpose of this study was to analyze the impact of leadership style, work motivation, and job satisfaction on employee performance at Manado Adventist Hospital. Every company or hospital seeks to improve employee performance in the hope of increasing company productivity. The population and sample in this study were all employees of the Manado Adventist Hospital, amounting to 400 people. With the Slovin's formula, the number of samples needed in the data collection process is obtained. The number of research samples as many as 80 employees of Manado Adventist Hospital. This number has met the requirements of SEM AMOS 21 analysis. The data collection method is the census method as primary data. Data collection using questionnaires and data analysis techniques using the SEM AMOS 21 analysis approach. The results of the study stated that leadership style had not significant impact on employee performance with CR value $0.568 < 2$, P value $0.570 > 0.05$ and $CMIN/DF 1.722 < 2$. Leadership style has a positive and significant impact on job satisfaction with CR $3.404 > 2$, P value *** significant < 0.001 and $CMIN/DF 1.722 < 2$. Work motivation has not significant impact on job satisfaction with CR $0.013 < 2$, P value $0.987 > 0.05$ and $CMIN/DF 1.772 < 2$. Work motivation has a significant positive impact on employee performance with CR $3.537 < 2$, P value *** means significant < 0.001 and $CMIN/DF 1.722 < 2$. Job satisfaction has no significant impact on employee performance with CR $-1.013 < 2$, P value $0.311 > 0.05$ and $CMIN/DF 1.722 < 2$. While the leadership style according to the results of covariance analysis has an impact on work motivation with CR $3.944 > 2$ with P value *** meaning significant 0.001 . Leadership style and work motivation do not directly impact job satisfaction. Likewise, leadership style and job satisfaction do not directly affect employee performance. This can be seen in the total direct effects, standardized direct effects in this study.

Keywords: Leadership style, Work motivation, Job satisfaction and employee Performance.

PRELIMINARY

Because of the importance leadership in organization so need is known definition leadership from the experts namely: Fiedler (1967) leadership is basically is pattern connection among individuals who use authority and influence to group of people to work together for reach something goal. Purwanto, (1990) leadership as something personality someone who emits influence certain, strength like that appearance so that make a group of people want To do what he wants. Koontz (1984) defines that leadership as influence, art, or process of influencing people so that they will attempted reach objective group with will and enthusiasm. Fahmi, (2013) in Ratna (2021) that leadership own influence big in push enhancement performance his employees. Amirullah (2015) leadership is a person who has authority give task, ability persuades or influencing others through connection good To use reach goal already _ determined. Carter V. Good (1959) defines leadership is ability for inspire, guide, direct or manage other people. Come on in Ismainar, (2015) leadership is ability individual for influence, motivate, and be able to make others give contribution to effectiveness Management Company. Research conducted by Elton Mayo (1880-1949) resulted in that connection human is term common

frequent _ worn for describe method interaction manager with his subordinates by humane. Could seen importance existence a leader with a style leadership in company. Leadership hold role central in organization, so that a leader should own conditions that are not light as well as capable carry out assigned tasks _ to him.

Based on explanation experts _ on so could concluded that leadership is ability somebody influence, motivate others to carry out duties and obligations in effort reach objective together. Leadership includes the process of influencing in determine objective organization, motivate behavior follower for reach objective, repair group and culture. Effective leadership and _ efficient efficient will could fulfil hope organizations that have determined before.

For could understand essence leadership so need know and understand theories leadership. In Thing this will put forward theories leadership in three approach according to Lunenberg & Orstein (1991) namely :

a. Approach nature.

Theory approach nature center attention to leader that alone or known theory nature. Theory this say that leader own traits _ _ certain that can lead his followers.

Handoko (2001:297) mentions that traits that among others: (1)

Ability as supervisor, (2) need will performance in work, (3) intelligence, (4) assertiveness, (5) trust self. (6) initiative in carry out the leader.

Approach behavior.

Theory behavior this based on thought, that leadership is integration Among leader with followers, and in interaction the followers analyze and perceive _ is accept or refuse his leadership. Approach behavior produce two orientation that is behavior task - oriented leader _ or who prioritize solution tasks and people -oriented or people - centred leaders creation connection humane. Behavior task - oriented leader _ showing style leadership authoritative, while behavior people - oriented leaders display style democratic or participatory (Budhi, 2011).

Theory approach behavior mention that approach behavior no based on nature a leader, but decisive _ is behavior effective leader _ as following : (1) delegate Duty to his subordinates. (2) communicate and motivate his subordinates. and (3) run tasks. View theory behavior Emphasis on functions leadership in the group. Group effective if member group carry out function with good among others: (1) relate with task (*task related*) or solving problem. (2) maintenance group (*maintanace group*).

According to theory behavior there is two function main a leader that is function first give motivation work, able understand state child the fruit as well as try Upgrade performance his employees. Function second leader make group walk more good, and prevent difference opinion cause conflict as stated by Sastradipoera (1998) that " leadership " based on behavior is based leadership _ on observation what effective leaders do ". _ _ Function leadership give leeway to individual for realize motivation alone for satisfying needs and at the same time give donation for achievement objective organization. Theory leadership based on behavior give suggestions about the need function motivation to subordinates so that they can fulfil need them. Theory approach behavior state that leadership more employee oriented _ _ by humane, so always give motivation, involve employee in taking decision, create friendship and mutual respect.

Approach situational.

Theory approach situational state that since formerly no there is one style suitable leadership _ for all condition or situation. According to Koontz, O'Donnel & Wehirich (1990) stated that factor situation influence a leader in take decision as current job _ handled, environment organization, and characteristics the employees they face. Draft leadership situational at first developed by Paul Hersey & Blanchard who wrote book leader situational. Blanchard & Hersey (2014) introduced theory first as

“theory ” cycle life leadership” and then change name Becomes theory leadership situational 1972. Leadership situational is “a leadership contingency theory that focuses on follower’s readiness/maturity”. The essence of theory situational leadership is that style leadership a leader will different, depending on from level readiness of his followers. Assessment about leadership growing next _ see situations and beliefs of leaders in his leadership especially in the process of taking right decision _ based on existing conditions and situations. _ Siagian (2003) stated that “effectiveness ” leadership somebody very depends on two Thing that is election style proper leadership _ for face situation certain and level maturity (maturity) in the subordinates they lead ”. Professional leader _ will always attempted adapt behavior leadership with tasks and characteristics his subordinates. Every leader own choice must -do task done, and how influence member. Every leader own style different leadership _ depends on situation the company he leads.

Definition style leadership need understood through the experts leadership namely: Samsudin S (2009) “Leadership style for a leader is unique and not could inherited by automatic. Every leader own characteristics that arise in different situations”. _ McColl Kennedy, JR (2002) “Style leadership could formulate as something pattern designed behavior _ for blend interests organization and personnel chase a number of target. Thoha (2001) suggests that “style ” leadership is norm behavior used _ a leader when that person influence other people 's behavior as it exists he see ". Mulyasa (2002) stated that “style “leadership is something pattern behavior member group or subordinates ". Tjiptono (2003), said that " style " leadership is something method used _ leaders _ in interact with his subordinates ". Next Sopiah (2008), “style leadership is various pattern behavior of leaders _ _ during the directing process or lead as well as affect workers ”. For that Vigoda Gadot (2006) states that the only leader depend on style leadership no Becomes guarantee to not quite enough answer in enhancement performance employee or achievement goal already set by the company. McColl Kennedy (2002) states that perception employee to ability style leadership for give motivation work in effort achievement goals and expected results. Through expert explanation on so could concluded that style leadership is something method leader for influence his subordinates with use method or style certain as well as dynamic power for encourage, motivate and coordinate business company to achieve goal already set previously.

In leadership organization there is types leadership used for manage company in general. A number of types great leadership close relationship with effectiveness performance employee company. Bhatti (2012) shared types close leadership relationship with performance company and recognized his existence as following: Leadership authoritarian is a very good leadership model directives and members organization not allowed for participate in taking decision.

Leader take authority full as well as carry not quite enough full answer, start from initiation until with solution task. Leader compile situation complete work for its members. Leader takes authority full as well as carry not quite enough full answer, start from initiation until with solution task. A leader autocratic is a selfish person. According to Kambey (2013) a leader autocratic will show attitude His prominence that stands out, always ignore role subordinate in the process of taking decision, no want to accept suggestions, views his subordinates. Andang (2014) stated that leadership authoritarian put power in hand one person. In leadership authoritarian leader Act as ruler single and task child fruit solely only as executor decision from leader. Kambey (2013) stated that the leader always play a role as player single on *one man one show*, he ambitious for rule situation.

Laissez-faire leadership is a leadership model in which the leader give freedom full to group and hand it over to member for make decision individual alone. Leader with style leadership Laissez Faire will let subordinates / others for make decision. Handoko and Reksohadiprodjo (2000) describe 3 characteristics from leader with style Laissez Faire leadership, namely: (1) Leaders let his subordinates for arrange herself alone. (2) Leader only determine wisdom and purpose general. (3) Subordinates could take decision relevant for reach objective in all things they consider fit. Subordinate same very no got instruction from the leader. Here leader actually no could said truly lead organization, and even every achievements obtained no once free of competent people under him.

The results of Herzberg 's research in Luthans (2006) state that a in carry out her job influenced by two factor namely : motivator factors and hygiene factors. Motivating factors related with aspects contained in profession or also called aspect intrinsic job. Factors included here is success to do task, update, work that alone, responsible answer, possible for development, opportunity for forward. Hygiene factors are factors that exist around work, relationship with *job content* or aspect profession extrinsic. Factors included here is condition the place work, connection between personal, wisdom company, technique supervision, wages /salaries. Luthans (2006) added that sense of comfort in work, generally related with experience work and satisfaction work. A will proud and satisfied with profession because available facilities. _

METHODS

A. Research Place and Time

The place study carried out at home Adventist Sick Jl February 14 No 1 Ear on Subdistrict Wanea in the city of Manado. Study done for 6 (six) months that is from May 2021 to with October 2021.

B. Data Types and Sources

Type of data used in composing writing is in the form of qualitative data and quantitative data, while data source used is in the form of primary data. Qualitative data entered into excel then transferred to SPSS 21 to be quantitative data and ready use for further data analysis.

C. Population and Sample

Population study this covers employee medical and non- medical active House Adventist Hospital in Manado city. Amount employee medical (Service medical, support medical and service nursing) which amounted to 230 people and a total of non - medical employees (non- medical support) totaling 170 people. So the number employee House Manado Adventist Hospital has 400 employees. Distribution total as well as percentage population employee medical and non- medical House Manado Adventist Sick get seen with clear in table 3.1.

Table 3.1. Amount Population and Sample Research

No	Type employee	Amount population (people)	Population percentage
1	Employee Medical	230	57.5
2	Non- medical employees	170	42.5
	Amount	400	100

Source: Processed Primary data in 2021

Determination total sample meode survey with *simple random sampling*. the size sample determined with formula Slovin :For population (N) of 400 people the specified value of e by 10%. With thus size sample required based on formula Slovin as following:

$$n = \frac{N}{1+N e^2}$$

$$n = \frac{400}{1+400 (0.01)}$$

$$n = \frac{400}{5} = 80 \text{ samples}$$

Description:

n = Total member sample

N = Total member population

e = Error level (level error) 10% (0.1)

the size sample study in accordance with formula Slovin that is by 80

sample (respondent) or 20% of total population. This thing already in accordance with total sample AMOS SEM prerequisites. This thing in accordance with with Satora and Saris (1985) stated that total the minimum sample is around 75 – 200. So the number of sample on research this already fulfil condition *structural equation*

modeling (SEM) with *program Analysis Moment of Structure (AMOS)*.

retrieval technique sample is *simple random sampling* with counting big sample on each group employee by proportional namely in table 3.2 as following :

$$\text{Amount sample each group} = \frac{\text{jumlah karyawan tiap grup}}{\text{Jumlah populasi}} \times \text{Total sample}$$

Table 3.2. Amount Sample Study by proportional

No	Group / Group	Amount employee	Sample
1	Medical	230	230/400 x 80 = 46
2	Non-Medical	170	170/400 x 80 = 34
3	Amount Employee	400	80

DISCUSSION

Test hypothesis this used for test hypothesis study as stated in Chapter II above. On testing hypothesis based on processing of research data that has been obtained from questionnaire with use analysis *structural equation modeling* with *analysis moment of structure* version 21, namely with method analysis regression as shown in table 4.18 above. Test hypothesis this done with use criteria *Critical Ratio* above 2.00 and value *P-value* below 0.05. If mark results study fulfil criteria that, then hypothesis study could accepted. Hypothesis first. Leadership style influential positive and significant to performance employees.

Hypothesis first on research this is style leadership influential positive and significant to satisfaction work employee House Manado Adventist Hospital. The results of data processing through analysis of structural equation modeling with software moment of structure analysis version 21 is obtained *Critical Ratio* value for connection Among variable style leadership with variable employee as seen in table 4.18 is of 0.013 with mark P.valu of 0.989. Second result mark no fulfil criteria that is more small 2.00 for *Critical Ratio* and more big from 0.05 to *P-value*. So with thus hypothesis study first this no could accepted. It means with repair style leadership will Upgrade performance employee House Manado Adventist Hospital. Study this prove that style leadership influential positive and significant to performance employees. Employee need got attention from leader in the form of fulfillment to needs and provide environment conducive work, that create satisfaction work employees. For measure variable style leadership with indicator according to Bhatti (2012) type leadership classic classified like following ; Type authoritarian, type democratic and type control free.

Indicator variable style leadership that has the highest loading factor that is type democratic. Indicator variable style leadership this is perception highest from respondent or is longing respondents to Home Manado Adventist Hospital has leader with style leadership democratic. While in type leadership authoritarian and *lassiez faire* get more loading factor low. This thing Becomes input head holder interest House Manado Adventist Hospital as one *best practice* in effort create tough leadership _ accompanied with satisfaction work his employees. Characteristic leadership democratic that is mutual respect and appreciate good between employee nor leader to his subordinates. Leadership democratic oriented to man as well as give efficient guidance to his followers. A leader democratic happy accept suggestions, opinions, criticism from his subordinates, make his subordinates be success, emphasize cooperation, work team in effort reach goal. Siagian (1994) stated that style leadership democratic involve ability absolute belonging to subordinates in the process of taking decision strategic organization. Next Kurniadin (2012) stated that leadership democratic value potency every individual

nor listen subordinates advice and suggestions. because of that leadership democratic very liked by group or team work in the company he leads.

Harmonious research results with study this as following style leadership no influential positive to performance employees.

1. Hypothesis second. Leadership style influential positive and significant to satisfaction work employees.

Hypothesis first on research this is style leadership influential positive and significant to satisfaction work employee House Manado Adventist Hospital. The results of data processing through structural equation modeling analysis with moment of structure analysis software version 21 earned Critical Ratio value for connection Among variable style leadership with variable satisfaction work employee as seen in table 4.18 is of 3.404 with mark P.valu as big as *** means significant more small of 0.001. Second result mark already fulfil criteria that is above 2.00 for Critical Ratio and below 0.05 for P-value. So with thus hypothesis study second this could accepted. It means with repair style leadership will Upgrade satisfaction work employee House Manado Adventist Hospital. Study this prove that style leadership influential positive and significant to satisfaction work employees. Employee need got attention from leader in the form of fulfillment to needs and provide environment conducive work, so that create satisfaction work employees. For measure variable style leadership with indicator according to Bhatti (2012) type leadership classic classified like following ; Type authoritarian, type democratic and type control free.

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Harmonious research results with study this as following; Setianingsih (2012), Munir M (2013), Deddy Kawengian *et al*, 2015 stated that style leadership influential positive and significant to satisfaction work employees. Supporting research results _ from Berno BM and Emilia Khristina, (2019) stated that style leadership democratic influential significant to satisfaction work employees.

2. Hypothesis third. Motivation work influential positive and significant to satisfaction work employee

Motivation work influential positive and significant to satisfaction work employee House Manado Adventist Hospital. The results of data processing through analysis of structural equation modeling with software moment of structure analysis version 21 is obtained Critical Ratio value for connection Among variable motivation work with variable satisfaction work employee as seen in table 4.18 is of 3,537 with mark P.valu as big as *** means significant more small of 0.001. Second mark this show satisfying results condition namely Critical Ratio below 2.00 and P-value above 0.05. With thus could said that hypothesis third study this could accepted. It means with repair motivation work will could Upgrade satisfaction work employee House Manado Adventist Hospital. This research to prove that motivation work influential to satisfaction work employees. With give attention main on motivation work expected capable create satisfaction work high employees. For measure variable motivation work

used indicator according to David McClelland in Winardi (2007) namely performance work, power and affiliation.

Indicator main the variable that has the highest loading factor that is need affiliation. Need affiliation is longing respondent so that management House Manado Adventist Sick get fulfil need affiliation, then performance employee will increase. Need to affiliation is need member organization for work same with other employees (McClelland in Winardi (2007). state this is need social employee in carry out and complete her job. This thing in accordance with results Robbins opinion in Hasibuan (2014) stated that motivation as readiness for move effort level tall going to objective organization with effort for satisfying a number of need individual. Need affiliation very needed employee for carry out and complete duties and responsibilities assigned work _ Company. Next according to Ryan (2019) states that motivation work with team will give results that is enhance mutual _ believe, give results best work Duty with ok, responsible answer fulfilled and successful by together.

Harmonious research results with study this as following: according to results study Setyaningsih Sri Utami (2012) stated that Motivation influential significant to satisfaction work. Next Muhlis and Rusli (2020) also stated that motivation influential significant by Partial to satisfaction work device village Sondosia.

4. Hypothesis fourth. Motivation work influential positive and significant to performance employee

Motivation work influential positive and significant to performance employee House Manado Adventist Hospital. Motivation work influential positive and significant to performance employee House Manado Adventist Hospital. The results of data processing through analysis of structural equation modeling with software moment of structure analysis version 21 is obtained Critical Ratio value for connection Among variable motivation work with variable performance employee as seen in table 4.18 is by 0.568 more small from 2.00 and with mark P.valu of 0.570 more big of 0.05. Second mark this show results that are not fulfil condition namely Critical Ratio below 2.00 and P-value more small of 0.05. With thus could said that hypothesis fourth study this no could accepted. It means with repair motivation work no could Upgrade performance employee House Manado Adventist Hospital. So research this prove that motivation work no influential to performance employees.

For measure variable motivation work used indicator according to David McClelland in Winardi (2007) namely performance work, power and affiliation. Indicator variable motivation perceived work high by respondents is need to affiliation. It means need employee for cooperation with employee other, happy work with other people, interact with employees and friendly with employee new as well as readiness help others. If things this could realized in accordance with longing respondent so motivation work will increase. Findings this support Maslow's opinion in Reksohadiprojo and Handoko (1996) on need social that is need friendship, affiliation and interaction with other people. In company related with need group work, good supervision, recreation together and so on. This thing supported by Hakim (2009) which states that demands fulfillment need this grow by gradually, but in the end is integrated needs. With fulfilled need to affiliation this so employee will more enthusiastic in work and in the end performance employee will increase.

Indicator variable motivation another job is need achievement and needs more power loading factor low. Employee need given opportunity for showing ability in carry out and complete their respective jobs. Findings this in accordance with Uno's opinion (2013) states that motivation work is encouragement from inside and outside self-somebody for To do something visible from internal dimensions and dimensions external.

state House Manado Adventist Pain is less more one half year no could fulfil need employees that is only give salary and benefits only 50-65% of total acquisition normal salary. state this cause a number of employee stop and move to House another pain. still available permanent employee work, come late and even no enter work. This thing could cause dissatisfaction to employee as well as as a result performance employee will decreased. Fulfilled need employee against her job will give satisfaction

and with full spirit complete her job. This thing in accordance with hierarchy Maslow 's needs in Mulyasa (2009) shared need man in five categories that is need physiological, safety needs, needs will love dear, need will price self and needs actualization self. more or less one year half employee House Manado Adventist Pain is less motivated as well as finally cause dissatisfaction. Next Hakim (2009) stated that demands fulfillment need this grow by gradually, but in the end is integrated needs.

CONCLUSION

Based on results testing hypothesis research and discussion that has been outlined chapter previously so get it put forward a number of conclusion as following :

1. Leadership style influential positive by direct to satisfaction work employees. It means repair in style leadership will Upgrade satisfaction work employee House Manado Adventist Hospital.
2. Motivation work influential positive by immediately to performance employees. The meaning is every enhancement motivation work could Upgrade performance employee House Manado Adventist Hospital.
3. Satisfaction work influential negative and significant to performance employees. It means with method enhancement satisfaction work not yet could upgrade performance employee House Manado Adventist Hospital.
4. Based on analysis Style covariance leadership influential positive by direct to motivation work. It means with repair style leadership will be followed by improvement motivation work employee House Manado Adventist Hospital.
5. Through *standardized estimates and confirmatory factor analysis* obtained indicator variable with *loading factor* highest that is type leadership, democracy, needs will affiliation, satisfaction to colleague work and independence to job. It means these four indicators according to needy respondent _ get attention from management House Manado Adventist Hospital. The four parameters/ indicators variable study Becomes input to management so that given attention main in management House Manado Adventist Hospital.
6. Employee performance House Manado Adventist Pain is affected by direct by style leadership, motivation work, and satisfaction work.

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