



Service Leadership Strategy to Motivate and Improve Employee Performance at Primaya Hospital Bekasi

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Abstract

This abstract discusses the research conducted at Primaya Hospital Bekasi on the influence of leadership style, motivation, and work discipline on the performance of employees in the organization. This study uses qualitative research methods with a case study approach. The results showed that a leadership style focused on service had a greater contribution compared to employee motivation in direct measurement of performance. However, these two factors are interrelated and can influence each other. The implementation of strong leadership strategies can increase employee motivation, which in turn also contributes to overall performance. This study also shows that work discipline plays a very important role in the performance of employees' work. By managing these elements well, organizations can achieve their goals, maintain quality of service, and compete effectively in a rapidly changing environment. In conclusion, leadership style, motivation, and work discipline can have an effect on employee performance in an organization. By managing these elements well, organizations can achieve their goals, maintain quality of service, and compete effectively in a rapidly changing environment.

Keywords: Leadership Strategy, Employee Performance, Motivation

Introduction

Leadership strategies, employee performance, and motivation are important triads in managing organizations, especially in the healthcare sector. Primaya Hospital Bekasi, as a rapidly growing health institution, is faced with demands to achieve optimal performance levels in order to meet patient needs and high health service standards. A deep understanding of the relationship between leadership strategy, employee performance, and motivation is key in improving the effectiveness and sustainability of this hospital. Previous research has highlighted the role of leadership strategies in shaping the direction and effectiveness of employee performance (Astuti & SH, 2009; Baihaqi, 2015). At Primaya Hospital Bekasi, the leadership strategies implemented at this hospital will be the focus of research to explore their impact on employee performance.

The development of an organization cannot be separated from the existence of a performance, a necessity for every employee to achieve good performance so that the main goals of the company can be achieved, this certainly cannot be separated from the quality and capacity of employees in doing a job that has become their responsibility (Rivaldo, Y. 2022). Motivation, as the main driver of individual performance, is also a central point in this study (Fajar et al. 2018) investigating the effect of rewards and punishments on employee motivation at Primaya Hospital Bekasi, while (Susanty & Baskoro 2012) exploring the influence of work motivation and leadership style on work discipline and its impact on employee performance in the hospital environment. In looking comprehensively, the results of research related to the

influence of motivation, (Fajar et al. 2018) emphasized that the provision of rewards and punishments has significant implications on employee work motivation. Another study by (Rani & Mayasari, 2015) shows that performance appraisal also affects employee performance at Primaya Hospital Bekasi, with motivation acting as a moderation variable.

By referring to the broader literature as described by (Mangkunegara 2011) and (Soendari 2012) on human resource management and descriptive research methods, this study aims to investigate more deeply the influence of leadership strategies and motivation on employee performance at Primaya Hospital Bekasi. By detailing the findings of the referenced journals, such as those conducted by (Wahyono 2022) which presents employee performance improvement strategies at Primaya Hospital Bekasi, this research is expected to provide practical guidance and scientific contributions to the development of effective leadership strategies and motivation programs that can improve employee performance in the health sector. The practical implications of this research are expected to provide valuable guidance for Primaya Hospital Bekasi management to improve service quality and employee job satisfaction.

In the context of human resource management, understanding the factors that affect employee performance is crucial. (Hasibuan 2018) highlights the importance of leadership, work environment, and work motivation as key elements that influence individual performance. Research by (Sari & Hadijah, 2016) also shows that job satisfaction and work discipline are significant factors in improving employee performance. Involving the perspective of motivation theory, (Prihantoro 2015) emphasizes that motivation, discipline, work environment, and commitment can jointly improve human resource performance. The implications of these theories will be applied in the context of health to evaluate the factors that affect employee performance at Primaya Hospital Bekasi.

As a healthcare institution, Primaya Hospital Bekasi faces special challenges, and this study aims to dig deeper into leadership strategies that can create a motivating work environment, as explained by (Wahyono 2022). By detailing the practical implications of the findings, the study seeks to make a concrete contribution to the development of management policies and practices at the hospital. This study will also consider the descriptive research methods described by Soe (ndari 2012) and involve the use of learning methods in improving learning outcomes, as discussed by (Nasution 2018). Thus, this study will provide a comprehensive picture of the factors that affect employee performance at Primaya Hospital Bekasi.

Through an in-depth analysis of recognized journal references, the research is expected to provide valuable insights for hospital management, enabling them to design more effective leadership strategies and motivational programs that suit the unique needs of the healthcare environment. That way, it is hoped that this research can make a significant contribution in improving the quality of health services and employee welfare at Primaya Hospital Bekasi.

Method

This research method discusses the impact of leadership strategies, motivation, and work discipline on employee performance at Primaya Hospital Bekasi. The study uses qualitative research methods with a case study approach and is supported by survey results that have been processed using Smart PLS (Partial Least Squares) the number of samples from the research is 60 employees. Research findings show that service-focused leadership has a major contribution to performance compared to employee motivation. Despite this, the two are

interrelated and can affect each other. The implementation of a strong leadership strategy can increase employee motivation, contributing positively to overall performance.

The importance of work discipline is also evident in the results of this study, where management that successfully manages these elements well can achieve organizational goals, maintain service quality, and compete effectively in a dynamic environment. By utilizing Smart PLS, this study is able to provide a more detailed and accurate analysis of the relationship between the variables studied. In conclusion, leadership strategies, motivation, and work discipline have a significant impact on employee performance in an organization, as seen in the case of Primaya Hospital Bekasi.

Results and Discussion

Strategy is a way of guiding institutions to the main objectives of developing corporate value, managerial capabilities, corporate responsibilities, and administrative systems that link strategic and operational decision making at all levels of the hierarchy, and through all layers (Arnoldo C. Hax & Nicholas S., Chaniago, 014). Strategy is a way that will be used by a person or group to carry out activities or work, whether the method has been planned or not planned in advance (Baidowi & Salehodin, 2021).

Employee performance is the result of employee work as a whole or during a certain period, both in quality and quantity based on criteria that have been determined and agreed in advance (Sari & Hadijah, 2016). This study used descriptive method and correlational method. The descriptive method according to (Soendari, 2012) is: "A method that aims to describe the nature of something that is taking place at the time of research and examine the causes of a particular symptom". Meanwhile, according to (Nasution, 2018) "The descriptive method is a method that aims to answer questions concerning something during the research process". While what is meant by correlational descriptive research according to Fox in Husein Umar (2005: 84) is: "A method designed to determine the degree of relationship of different variables in a population. Researchers can find out how much independent variables contribute to the dependent variable and the magnitude of the direction of the relationship that occurs".

Referring to the research hypothesis that reveals that "There is an influence of Leadership Style on Employee Performance", which means that to improve employee performance at Primaya Hospital Bekasi can be done by improving Leadership Style. A leader can do various ways in activities to influence others or subordinates to take actions that are always directed towards achieving organizational goals. This method reflects the attitude and view of the leader towards the people he leads, and is a picture of his leadership. Ways that can be done to improve employee performance through leadership style by providing appropriate instructions, conducting continuous supervision, providing opportunities to comment on subordinates, and devolving authority in accordance with their field of work.

Motivation is the driving force resulting in a member of the organization willing and willing to exert abilities in the form of expertise or skills, energy and time to carry out various activities that are his responsibility and carry out his obligations in order to achieve the goals and various objectives of the organization that have been determined before. Ways that can be done to improve performance through motivation include recognition of work results, providing interesting work and providing opportunities for advancement. The Effect of Motivation on Employee Performance at Primaya Hospital Bekasi, in line with the opinion (Miftah, 2015) suggests that: "Motivation is reflected in a person's desire to take on tasks consistently, take

responsibility for his actions and strive to overcome all challenges and obstacles in an effort to achieve the goals to be achieved".

This study aims to investigate how leadership service strategies affect employee motivation and performance at Primaya Hospital Bekasi in an organization. Data analysis was conducted using path analysis methods to examine the relationship between leadership strategy variables (X1), employee motivation (X2), and employee performance at Primaya Hospital Bekasi (Y).

Table 1. R Square Test Results

	R Square	R Square Adjusted
X2	0.711	0.701
Y	0.627	0.621

Source : SmartPLS 3 Data Processing (2023)

The results of the analysis show that variable X2 has an R Square of 0.711, indicating that about 71.1% of the variation in variable Y can be explained by variable X2. A slightly lower Adjusted R Square of 0.701 indicates that adjustments to the number of predictors in the model have relatively little impact.

Meanwhile, the variable Y has an R Square of 0.627, indicating that about 62.7% of the variation in Y can be explained by factors affecting it. A comparable Adjusted R Square value of 0.621 describes the adjustment of the model taking into account its complexity. Both variables exhibit high R Square values, implying that the model provides a good explanation of variability in Y. However, keep in mind that R Square does not provide information about causation, and the interpretation of those values should be considered in conjunction with contextual information and other relevant factors.

Table 2. Path Coefficients Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> X2	0.571	0.568	0.125	4.562	0.000
X1 -> Y	0.792	0.791	0.062	12.859	0.000
Y -> X2	0.315	0.317	0.141	2.239	0.026

Source : SmartPLS 3 Data Processing (2023)

Based on the table above, the analysis shows the comparison between variables X1, X2, and Y in the sample. For the relationship X1 to X2, the mean is 0.571 with a standard deviation of 0.125. T-statistics testing showed that this relationship was significant, with a T-statistics value of 4.562 and a p-value of 0.000, indicating that the difference between X1 and X2 could not have happened by chance.

Meanwhile, when observing the relationship between X1 and Y, an almost identical mean value (0.792) and a low standard deviation (0.062) indicate a close relationship. A significant T-statistic analysis (12,859) and a p-value of 0.000 confirmed the validity of this relationship, suggesting that X1 exerts a significant influence on Y.

Finally, in the context of the relationship Y to X2, the mean value of 0.315 and the standard deviation of 0.141 indicate a variation between Y and X2. A T-statistic of 2.239 with

a p-value of 0.026 shows that this relationship is also significant, although the level of significance is not as strong as the relationship between X1 and Y. In conclusion, these results indicate that the variable X1 has a strong influence on X2 and Y, while Y also has a significant relationship with X2, albeit in a lower degree of significance.

This finding underscores the importance of implementing service-focused leadership strategies in improving employee motivation and performance at Primaya Hospital Bekasi. By strengthening employee motivation factors through the right leadership strategy, organizations can improve employee performance at Primaya Hospital Bekasi as a whole.

In addition, the results of the analysis showed that although employee motivation had a significant influence on performance, the influence of service leadership strategies on performance was dominant. This indicates that although motivation is important, the implementation of the right leadership strategy has a greater role in influencing employee performance at Primaya Hospital Bekasi.

This research confirms that service leadership strategies have a significant influence on employee motivation and performance at Primaya Hospital Bekasi. This discovery provides a foundation for management to adopt and implement service-focused leadership strategies to improve employee motivation and performance at Primaya Hospital Bekasi in their organizations.

Through this approach, organizations can create a more productive work environment and motivate employees to make maximum contributions to the overall success of the organization.

Conclusion

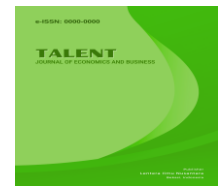
This research is in-depth about leadership strategies, motivation, and work discipline in the context of improving employee performance at Primaya Hospital Bekasi. The results of the analysis showed that service leadership strategies had a significant influence on employee motivation and performance at the hospital. Although motivation also has a positive impact on performance, ministry leadership strategies stand out as the dominant factor. It was found that implementing service-focused leadership strategies made a greater contribution to employee performance compared to motivation. This provides a deeper understanding of the effectiveness of certain leadership styles in achieving organizational goals.

In addition, the analysis also highlights the importance of work discipline in achieving optimal performance. Management that successfully manages work discipline well has a positive impact on achieving organizational goals, maintaining service quality, and competing effectively in a dynamic environment. This research provides a more comprehensive understanding of the factors that affect employee performance at Primaya Hospital Bekasi. These conclusions can provide practical guidance for hospital management to adopt effective leadership strategies, encourage employee motivation, and ensure good implementation of work discipline.

Thus, through this approach, it is expected that Primaya Hospital Bekasi can create a productive work environment, motivate employees, and achieve optimal performance to maintain the quality of health services and compete effectively in a dynamic industry.

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