



THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CLIMATE AND WORK MOTIVATION ON NURSE PERFORMANCE AT ANUNTALOKO PARIGI HOSPITAL

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Abstract

Performance is the quantity or quality of something produced or services provided by someone who does the job. This study aims to analyze transformational leadership, organizational climate and work motivation on the performance of nurses at Anuntaloko Parigi Hospital. This type of research is quantitative research using an observational study with a cross sectional study design. The sample in this study were inpatient nurses at Anuntaloko Parigi Hospital, totaling 162 respondents. The results showed that the direct effect of transformational leadership on nurse performance, the direct effect of transformational leadership on nurse work motivation, the direct effect of organizational climate on nurse performance, the direct effect of organizational climate on nurse work motivation, the direct effect of transformational leadership on organizational climate, the direct effect of work motivation on nurse performance, direct and indirect influence of transformational leadership on performance through nurse work motivation and direct and indirect influence of organizational climate on performance through work motivation of nurses at Anuntaloko Parigi Hospital. It is suggested to the hospital management that leaders should be able to maintain motivation for nurses, so that they always have enthusiasm to achieve organizational goals.

Keywords: Transformational Leadership, Organizational Climate, Work Motivation, Performance, Nurses

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Introduction

The success of a hospital in providing quality and quality health services is influenced by the performance of human resources, namely employees. Performance according to Ilyas (2002), is the performance of employee work both in quantity and quality. This definition of performance is supported by Mangkunegara (2004) that the performance or work performance of an employee is differentiated in quality and quantity and is produced in accordance with the responsibilities given to him.

Good performance is characterized by good quality work in completing each job given by the leader in a timely manner and achieving each target set by the company, as stated by Mangkunegara (2013) that performance is work achievement or results of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Performance is the quantity or quality of something produced or services provided by someone who does the job (Luthans, 2005).

To produce high performance, of course, there must also be proper leadership with the ability to lead in creating and implementing an appropriate organizational climate. In this case the importance of the transformational leadership model for every company or organization. Transformational leadership is the ability to lead in the form of giving ideas and motivation to subordinates in order to achieve more optimal results than those planned purely and for internal rewards (Avolio & Jung, 1999).

Yukl (2012) transformational leadership that is implemented effectively in any situation or culture will create a positive relationship between leaders and subordinates, because transformational leadership is able to be imitated by many subordinates who are at different levels of authority, so that if this is implemented it will be able to facilitate in improving the achievement of performance. According to Muizu et al (2019) that the transformational leadership model is able to provide solutions in understanding what makes leaders have a major influence on their followers and what factors make organizational performance sustainable success.

In addition to transformational leadership, organizational climate is also one of the factors that influence employee performance. Organizational climate has a strong influence on employee behavior and plays an important role in organizational progress (Carlucci & Schiuma, 2012); (Nazari et al., 2011). On the one hand, a negative competitive climate within an organization can be a barrier to knowledge sharing. In such an atmosphere, knowledge is considered as a source of power and is seriously protected (Cabrilo, S., & Grubic-Nesic, 2013). On the other hand, an optimal organizational climate leads to the creation of trust and interpersonal cooperation, factors necessary for knowledge sharing and motivation.

The existence of employee commitment which can be seen from the ability to improve their performance is also influenced by transformational leadership and organizational culture. The findings in Jui's research (2009) suggest that there is a relationship between leadership and organization, departments, teams, organizational commitment and employee performance. With high employee performance, activities carried out are more directed and effective, work can be completed properly, so that the goals of an organization can be achieved and can provide benefits to the agency. Transformational leadership is a leadership style that is believed to be the most effective in increasing employee motivation because it can make followers inspired, challenged, and motivated to pursue a vision (Natulius, 2011).

The performance of nurses as the spearhead of health services is a very important issue to be studied in order to maintain and improve the quality of health services. The good performance of nurses is a bridge in answering the guarantee of the quality of health services provided to patients, both sick and healthy. The main key in improving the quality of health services is nurses who have high performance. However, it is not uncommon to find complaints related to the quality of health services, which originate from the performance of health workers, including nurses. For this reason, it is necessary for hospitals to focus on service quality issues on nurse performance.

The performance of nurses at Anuntaloko Parigi Hospital in 2019-2021 has fluctuated with an average of 84.84% (2019), 85.15% (2020) and 84.1% (2021) which means that the PPNI standard is not yet 100% with details of nursing care namely the dimensions of nursing assessment, nursing diagnoses, planning, nursing actions, evaluation, and nursing records. This means that the employee's performance has not reached the target desired by the hospital. In line with this, transformational leadership factors and organizational culture can be the main reference/indicator for employee performance discrepancies from what is expected. In line with this, transformational leadership factors and organizational culture can be the main reference/indicator of expected employee performance discrepancies. Based on the problems studied and the existing description, the researcher is interested in conducting research on "The effect of transformational leadership, organizational climate and work motivation on the performance of nurses at Anuntaloko Parigi Hospital".

Materials And Methods

Location and Research Design

This research was conducted at Anuntaloko Parigi Hospital in November 2022 - January 2023. The type of research being conducted was quantitative research using an

observational study with a Cross Sectional Study approach.

Population and Sample

The population in this study were inpatient nurses at Anuntaloko Parigi Hospital, namely 162. The sample in this study used a total sampling of 162 respondents.

Method of Collecting Data

The instrument used in data collection is a questionnaire, regarding transformational leadership, organizational climate and work motivation on nurse performance

Data Analysis

Univariate analysis was carried out to get an overview of the research problem by describing each variable used in the study and the characteristics of the respondents. Univariate analysis consisted of descriptive analysis of the characteristics of the respondents, descriptive analysis of the research variables and crosstabulation analysis between the characteristics of the respondents and the research variables. Bivariate analysis was carried out to see the effect of two variables, namely between the independent variables on the dependent variable with the statistical test used was the chi square test.

Results

Table 1 Distribution of Respondent Characteristics Based on Age, Gender, Education, Years of Service, Employment Status at the Inpatient Installation of Anantalako Parigi Hospital in 2022

Characteristics	Sample	
	N	%
Age		
20-25	104	64.2
26-35	52	32.1
36-45	6	3.7
Total	162	100.0
Gender		
Male	14	8.6
Female	148	91.4
Total	162	100.0
Length of working		
<5	28	17.3
5-10	123	75.9
>10	11	6.8
Total	162	100.0
Last education		
Bachelor	91	56.2
Ners	71	43.8
Total	162	100.0
Employee Status		
civil servants	74	45.7
permanent employee	88	54.3
Total	162	100.0

Source: Primary Data

Table 1 shows that the majority of respondents are at the age level of 20-25, namely 104 respondents (64.2%). In terms of gender, the majority of respondents were female, namely 148 respondents (91.4%). Based on recent education, most of the respondents had S.Kep education, namely 91 respondents (56.2%).

Based on the length of work most of the respondents were 5-10 years, namely 123 respondents (75.9%) and based on employment status the majority of respondents were permanent employees, namely as many as 88 respondents (54.3%).

Table 2 Frequency Distribution of Each Category of Research Variables at the Inpatient Installation of Anantaleko Parigi Hospital in 2022

Variabel	Sample	
	N	%
Transformational leadership		
Support	71	43.8
Does not support	91	56.2
Total	162	100.0
Organizational Climate		
Support	75	46.3
Does not support	87	53.7
Total	162	100.0
Work motivation		
High	73	45.1
Low	89	54.9
Total	162	100.0
Nurse Performance		
High	68	42.0
Low	94	58.0
Total	162	100.0

Source: Primary Data

Table 2 explains the percentage of respondents' assessment of the research variables that some respondents stated perceptions with the category Not Supporting the Transformational Leadership variable by 91 respondents by 56.2%, Organizational Climate variable by the category Not

Supporting by 87 respondents by 53.7%, Work Motivation stated low by 89 respondents by 54.9%, Nurse Performance stated low by 94 respondents by 58.0%, and Nurse Performance (From Superiors) stated low by 97 respondents by 59.9%.

Table 3 Chi Square Analysis

Analysis of the Relationship between Transformational Leadership and Organizational Climate in the Inpatient Installation of RSUD Anantalako Parigi in 2022							
Transformational leadership	Organizational Climate				Total		P
	Support		Does not support				
	n	%	n	%	N	%	
Support	66	93.0	5	7.0	71	100.0	0.000
Does not support	9	9.9	82	90.1	91	100.0	
Total	75	46.3	87	53.7	162	100.0	

Analysis of the Relationship between Transformational Leadership and Work Motivation in the Inpatient Installation of Anantalako Parigi Hospital in 2022							
Transformational leadership	Work Motivation				Total		P
	High		Low		N	%	
	n	%	n	%			
Support	66	93.0	5	7.0	71	100.0	0.000
Does not support	7	7.7	84	92.3	91	100.0	
Total	73	45.1	89	54.9	162	100.0	
Analysis of the Relationship between Organizational Climate and Work Motivation in the Inpatient Installation of Anantalako Parigi Hospital in 2022							
Organizational Climate	Work Motivation				Total		P
	High		Low		N	%	
	n	%	n	%			
Support	71	94.7	4	5.3	75	100.0	0.000
Does not support	2	2.3	85	97.7	87	100.0	
Total	73	45.1	89	54.9	162	100.0	
Analysis of the Relationship between Transformational Leadership and Nurse Performance at the Inpatient Installation of Anantalako Parigi Hospital in 2022							
Organizational Climate	Work Motivation				Total		P
	High		Low		N	%	
	n	%	n	%			
Support	62	87.3	9	12.7	71	100.0	0.000
Does not support	6	6.6	85	93.4	91	100.0	
Total	68	42.0	94	58.0	162	100.0	
Analysis of the Relationship between Organizational Climate and Nurse Performance at the Inpatient Installation of Anantalako Parigi Hospital in 2022							
Organizational Climate	Work Motivation				Total		P
	High		Low		N	%	
	n	%	n	%			
Support	67	89.3	8	10.7	75	100.0	0.000
Does not support	1	1.1	86	98.9	87	100.0	
Total	68	42.0	94	58.0	162	100.0	
Analysis of the Relationship between Work Motivation and Nurse Performance at the Inpatient Installation of Anantalako Parigi Hospital in 2022							
	Work Motivation				Total		P
	High		Low		N	%	
	n	%	n	%			
Support	66	90.4	7	9.6	73	100.0	0.000
Does not support	2	2.2	87	97.8	89	100.0	
Total	68	42.0	94	58.0	162	100.0	

Table 3 shows the influence of the Independent Variables on the Dependent Variables. there is a Relationship between Transformational Leadership and Organizational Climate, there is a Relationship between Transformational Leadership and Work Motivation, there is a Relationship between organizational climate and work

motivation, there is a Relationship between Transformational Leadership and Performance, there is a Relationship between Organizational Climate and Performance, there is a Relationship between motivation and Nurse Performance at the Inpatient Installation of Anantalako Hospital Parigi.

Table 4 Results of Path Analysis between Transformational Leadership, Organizational Climate on Nurse Performance Through Work Motivation Inpatient Installation at Anantalako Parigi Hospital in 2022

Variable	Coefisien	P Value	Information
Transformational leadership → organizational climate	0.827	0.000	Direct
Transformational leadership → Work motivation	0.269	0.000	Direct
Transformational leadership → Performance	0.139	0.031	Direct
Organizational Climate → Performance	0.438	0.000	Direct
Organizational Climate → Work motivation	0.703	0.000	Direct
Work motivation → Performance	0.365	0.000	Direct

Sumber: Data Primer

Table 4 shows the direct and indirect effects on exogenous and endogenous variables. The effect of Transformational Leadership on Organizational Climate is obtained by a value of $p = 0.000 < 0.05$, which means that there is a direct effect of Transformational Leadership on Organizational Climate with a magnitude of 0.827, which means that if Transformational Leadership increases by 1 point, Organizational Climate will increase by 0.827 points. In the effect of Transformational Leadership on Work Motivation, the value of $p = 0.031 < 0.05$ is obtained, which means that there is a direct effect of Transformational Leadership on Work Motivation with an influence of 0.269, which means that if Transformational Leadership increases by 1 point, Work Motivation will increase by 0.269 points. In the effect of Transformational Leadership on performance, the value of $p = 0.000 < 0.05$ means that there is a direct effect of Transformational Leadership on performance with a large influence of 0.139, which means if Transformational Leadership increases by 1 point, performance will increase by 0.139 points. In the influence of organizational climate on performance, the value of $p = 0.000 < 0.05$ is obtained, which means that there is a direct influence of organizational climate on performance with a magnitude of 0.438, which means that if organizational climate rises by 1 point, performance will increase by 0.438 points. On

the influence of organizational climate on work motivation, the value of $p = 0.000 < 0.05$ is obtained, which means that there is a direct effect of organizational climate on work motivation with a magnitude of 0.703, which means that if the organizational climate increases by 1 point, work motivation will increase by 0.703 points. In the effect of work motivation on performance, the value of $p = 0.000 < 0.05$ is obtained, which means that there is a direct effect of work motivation on performance with a large influence of 0.365, which means that if work motivation increases by 1 point, performance will increase by 0.365 points. Meanwhile, for customer retention, the value of $p = 0.026 < 0.05$ means that there is a direct effect of customer satisfaction on customer retention with a magnitude of 0.135, which means that if customer satisfaction increases by 1 point, customer retention will increase by 0.135 points. In the indirect effect of brand image on patient loyalty through patient satisfaction with a coefficient = 0.077.

Discussion

Research hypothesis 1 (H1) states that transformational leadership has a direct effect on nurse performance. Based on the statistical analysis conducted, it is known that transformational leadership influences the performance of nurses. A significant effect is also indicated by a value of 0.827 so that in

this case research hypothesis 1 (H1) is accepted.

The results of testing the hypothesis prove that transformational leadership has a positive and significant effect on employee performance. This shows that the better the transformational leadership style, the higher the performance of the cooperative's employees. If the intensity of the application of transformational leadership by the head of the unit, it will be able to make a significant contribution to increasing employee perceptions in improving their performance in terms of motivating and inspiring employees. Subhi (2014) shows that transformational leadership style has a positive and significant effect on employee performance. This shows that the better the application of the transformational leadership style to employees will make them have high performance. The results of this study are supported by Thamrin (2012) and Mahendra (2016) which show that there is a positive and significant relationship between transformational leadership and employee performance.

Pradana (2010) shows that transformational leadership has a positive and significant effect on employee performance. Transformational leadership styles affect employee performance because indicators such as charisma, inspirational, individual attention and intellectual stimulus make employees more comfortable and motivated without feeling pressure, so that employees can achieve the performance desired by the leader. This study is in accordance with the results of Rasool et al (2015) and Shafie et al (2013) which show that there is a positive and significant influence between transformational leadership and employee performance.

Research hypothesis 2 (H2) states that organizational climate influences nurse performance. Based on the statistical analysis conducted, it is known that the organizational climate influences the performance of nurses. A significant effect is also indicated by a significance value of 0.269, so that in this case research hypothesis 2 (H2) is accepted.

John and Gregory (2012) stated that leadership plays an important role in motivating employees, and employee motivation has an impact on employee performance. Cemal et al. (2012) stated that work motivation is the

process of determining how much action or effort is expended in carrying out work within the company. Where low motivation makes employees have poor performance and vice versa high motivation will make employees have optimal performance. Funso et al. (2016) stated that a motivator is needed for the employees themselves to meet physical and non-physical needs, then employees will be willing to work and complete their tasks properly. Research conducted by Chaudhary and Sharma (2012), employee motivation means the process by which organizations inspire employees in the form of rewards, bonuses, etc. to achieve organizational goals. Several previous studies have concluded that transformational leadership has a significant positive effect on employee motivation (Chen, 2004; Mariatni, 2007; Anoop and Lokman, 2009; Sudiarta, 2007; and Stashevsky & Meni, 2006). On the other hand, Xiaomeng and Kathryn (2010), John and Gregory (2012), Anne et al. (2008), stated that transformational leadership has a significant positive effect on work motivation. Furthermore, several studies state that work motivation has a significant positive effect on organizational performance (Neal and Griffin, 1999; Güngör, 2011; Costa et al. 2007; Clinton and Kohlmeyer, 2005; and Grant et al. 2011).

Research hypothesis 3 (H3) states that organizational climate influences nurse performance. Based on the statistical analysis conducted, it is known that the organizational climate influences the performance of nurses. A significant effect is also indicated by a significance value of 0.139, so that in this case the research hypothesis 3 (H3) is accepted.

According to Kristiana (2011) organizational climate has a positive influence on employee performance, this can be seen from changes in performance that are influenced by organizational structure, rewards, responsibilities, risks, tolerance and conflict. Ostroff (2002) assumes that a conducive organizational climate is a prerequisite for maximizing employee performance. Artiningsih (2001) states that organizational climate has a significant positive effect on employee job satisfaction (the higher the level of influence of organizational climate, the higher the level of job satisfaction of employees in the company). The creation of job satisfaction within an organization also

determines the formation of productive and professional human resources. Creating an organizational climate that is able to bring its members to improve performance in order to achieve organizational goals is not an easy thing. This is because basically humans have different behavioral characteristics according to their level of need.

Research hypothesis 4 (H4) states that there is a relationship between work motivation and nurse performance. Based on the statistical analysis conducted, it is known that work motivation is related to nurse performance. A significant relationship is also indicated by a significance value of 0.438 so that in this case research hypothesis 4 (H4) is accepted. A person's behavior begins with a certain drive/work motivation. It can be believed that basically every human being has work motivation for work. Work motivation is something in humans that gives energy, which activates and moves towards behavior to achieve certain goals Rivai (2005). Thus work motivation refers to good encouragement from within or from outside a person that encourages the individual's desire to carry out activities to achieve goals. From the above opinion, it can be concluded that work motivation is a concept that encourages individuals to direct their behavior towards achieving organizational goals where the driving force is individual desires and needs.

Research hypothesis 5 (H5) states that there is a direct effect of work motivation on nurse performance. Based on the statistical analysis conducted, it is known that work motivation has a direct effect on nurse performance. A significant relationship is also indicated by a significance value of 0.703 so that in this case research hypothesis 5 (H5) is accepted. Some experts state that transformational leadership is a type of leadership that is suitable for encouraging innovative behavior of employees compared to transactional leadership types. As research conducted by Nusair (2012) which states that the type of transformational leadership is able to encourage the innovative behavior of its members. Transformational leadership itself is a form of leadership in which the leader moves his members to be able to find interest in himself and encourages his members to reach a level of maturity and ideal conditions in terms of achievement, self-actualization and whereabouts of each

member, organization and society (Cho & Danserau, 2010). within organizational factors there is also organizational climate which also influences employee innovative behavior in addition to transformational leadership (West & Farr, 1898). Organizational climate is defined as an image of employees based on experience in their organization where in this case organizational climate shows employee perceptions of rules, practices and work procedures that support creativity, innovation, service safety in an organizational environment (Patterson, et al., 2005).

Research hypothesis 6 (H6) states that there is a direct effect of work motivation on nurse performance. Based on the statistical analysis conducted, it is known that work motivation has a direct effect on nurse performance. A significant effect is also indicated by a significance value of 0.365 so that in this case the research hypothesis 6 (H6) is accepted. The results of this study are in accordance with the theory put forward by Kasmir (2015) that employee performance is influenced by work motivation. Work motivation is an encouragement for someone to do work. If employees have strong encouragement from within themselves or encouragement from outside themselves (for example from the company), then employees will be stimulated or motivated to do something well. Rivai (2004) shows that the stronger the work motivation, the higher the employee's performance. This means that any increase in employee motivation will provide a very significant increase in improving employee performance in carrying out their work.

Research hypothesis 7 (H7) states that there is a direct effect of work motivation on nurse performance. Based on the statistical analysis conducted, it is known that work motivation has a direct effect on nurse performance. A significant relationship is also indicated by a significance value of 0.000 so that in this case research hypothesis 7 (H7) is accepted.

Leadership is one of the factors related to activities and the process of directing and delegating other people in achieving certain goals (Judge & Locke, 2008). Research conducted by Avolio and Bass (2002) says that, transformational leadership differs from transactional leadership in two ways. First, transformational leaders act effectively

because they recognize the needs of subordinates. In contrast to transactional leadership that acts actively. Second, effective transformational leaders try to increase the needs of subordinates so that they can motivate work and encourage subordinates to be more advanced in achieving performance. Leadership is implemented when a person mobilizes institutional, political, psychological, and other resources to arouse, involve, and fulfill the motivation of his followers (Yukl, 2005). Leadership has a big enough contribution to support the achievement of an institution's performance. This is because, leadership provides direct examples to members either through examples of attitudes, behaviors, or in the form of orders, reprimands, to members.

Research hypothesis 8 (H8) states that there is a direct and indirect organizational climate on performance through the work motivation of nurses. A significant effect is also indicated by a value equal to the indirect effect $0.256 < 0.438$ direct effect so that in this case the research hypothesis 8 (H8) is accepted.

Organizational climate can affect individual motivation and performance which ultimately has an impact on organizational performance (Wuri & Suhariadi, 2015). Research by Ravishankar, Mahadevan and Batcha (2014), that organizational climate affects individual and organizational performance. Wijayanto's research (2017), found organizational climate to have a positive and significant effect on employee happiness and performance.

Conclusions and Recommendations

The results showed that the direct effect of transformational leadership on nurse performance, the direct effect of transformational leadership on nurse work motivation, the direct effect of organizational climate on nurse performance, the direct effect of organizational climate on nurse work motivation, the direct effect of transformational leadership on organizational climate, the direct effect of work motivation on nurse performance, direct and indirect influence of transformational leadership on performance through nurse work motivation and direct and indirect influence of organizational climate on performance through work motivation of nurses at Anuntaloko Parigi Hospital. It is suggested to the hospital

management that leaders should be able to maintain motivation for nurses, so that they always have enthusiasm to achieve organizational goals.

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