The Effect of Leadership Style and Motivation on the Performance of Medical Staff in Buton Regency General Hospital

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Abstract. Managing medical staff in remote and underdeveloped area is a challenge. Small budget and limited skilled medical labor are some of the contributing factors. In order to manage these challenges, this research aims to find out the extent of leadership style and motivation effect on the performance of medical staff in Buton Regency General Hospital. The research used quantitative approach. The population was medical staff (doctors and nurses) in Buton Regency General Hospital. The data was collected through observation, documentation and questionnaire. The sampling process used saturation sampling. Data processing and analysis were completed using version 21 of SPSS (Statistical Product and Service Solution). The results showed that (1) there was a positive and not significant influence of leadership style on performance of medical staff and (2) there was a positive and significant influence of motivation on performance of medical staff. The leader is suggested to maintain his leadership style and motivation towards his staffs since it gives a positive influence on his staff performance.

Keywords: Leadership Style · Motivation · Medical Staff Performance

1 Introduction

The success of an organization to achieve its goals is determined from the performance of the staff because staff performance is an important factor in running an organization. If the staff performance is high, the organization must be in the good position. Otherwise, if the staff performance is low, the organization must be in a crisis. According to [1], performance is the result of work in terms of quality and quantity achieved by the employee in carrying out their job based on the responsibility given to them [1].

One factor that influences performance is leadership style. Organization leader plays an important role in improving employee performance. Leadership is the ability to influence other people, subordinate or group, to guide subordinate or group behavior, to have a specific ability in the field his/her group desired hence they can achieve their goals [2]. According to [3], leadership style is a specific approach used by a leader to interact with his/her subordinate [3].

Another factor that influences performance is motivation. Motivation is an important thing that drives employee to give their best performance. Motivation stimulates from

Table 1. Top 10 Most Found Diseases in Buton Regency

No	Disease Name	Number of Cases		
		2015	2016	2017
1	Acute Respiratory Infection (AIR)	18.335	19.801	14.661
2	Peptic Ulcer	3.673	1.219	–
3	Disease of muscular and binding tissue system	3.277	4.960	–
4	Skin allergy	3.125	1.461	–
5	High blood pressure	2.601	4.524	4.494
6	Diarrhea	2.269	1.930	1.971
7	Skin infection	2.026	3.103	–
8	Febris	1.670	1.195	–
9	Dyspepsia	1.372	2.084	1.837
10	Velnus	1.333	830	22.763
Total		39.681	41.110	45.526

Source: Statistics Agency of Buton in 2018

Table 2. Number of Medical Specialist, General Practitioners, and Dentist

No	Type of Doctor	Number of Doctor		
		2015	2016	2017
1	Medical Specialist	4	7	2
2	General Practitioners	7	5	11
3	Dentist	2	2	2

Source: Statistics Agency of Buton in 2018

inside and outside of human being. This stimulation will drive someone to pursue a specific activity [4].

Buton Regency General Hospital is a general hospital prepared by the government of Buton Regency to serve the community in the field of health. This is also the only hospital located in Buton Regency thus the hospital becomes the only support for community health recovery process. Even though the hospital only ranks C, public still put high hopes to this hospital so that it can give the best services.

Based on Table 1 of most found disease in Buton Regency, in three years, number of patients in Buton increased. Even though the number of patients in one disease decreased, there were a significant raise of patients in other diseases. It was only number for the top 10 of most found disease in the regency; other cases had not been mentioned yet.

Table 2 shows number of doctors in Buton Regency General Hospital. Number of medical specialists in 2017 according to the data from the statistics agency was only 2 while in the previous year there were 7 and there were only 4 in the 2015. Numbers of

Table 3. Number of Medical Staff and Facility of Buton Regency General Hospital in 2018

No	Name	Total
1	Medical Specialist	6 persons
2	General Practitioners	4 persons
3	Dentist	2 persons
4	Specialist Dentist	0
4	Pharmacy	5 persons
5	Nurse	35 persons
6	Bed	65 bed

Source: Ministry of Health of the Republic of Indonesia 2018

Table 4. The Requirement for Medical Staff in Buton Regency Geberal Hospital

No	Name	Requirement	Available
1	Medical Specialist	10	6
2	General Practitioners	9	4
3	Dentist	2	2
4	Specialist Dentist	1	0
5	Nurse	44	35
6	Pharmacy	8	5

Source: Ministry of Health of the Republic of Indonesia 201

general practitioners in 2015 were 7, decreased to 5 in 2016, and became 11 in 2017. Lastly, the numbers of dentist from 2015 to 2017 were still 2 (Table 3).

The Regulation of Minister of Health of the Republic of Indonesia Number 56 of 2014 about Hospital Classification and Licensing chapter V article 43 paragraph 2 says that medical staff of grade C general hospital consists of at least 9 general practitioners, 2 dentist, 2 medical specialist for basic medical service, 1 medical specialist for development specialist medical service, and 1 specialist dentist. Article 43 paragraph 3 says that the pharmaceutical staff at least consists of 1 pharmacist as the head of pharmacy department, 2 pharmacists for inpatient care and at least helped 4 pharmaceutical technical staffs, 4 pharmacists for inpatient care and helped by 8 pharmaceutical technical staffs, and 1 pharmacist as reception coordinator. Article 44 says that the nursing staff is calculated with the ratio of 2 nurses to 3 beds.

Referring to the latest data of medical staff in Buton Regency General Hospital in 2018 and the Minister of Health Regulation Number 56 of 2014, the number of medical staff does not meet the minimal qualification suggested by the ministry of health regulation.

The number of medical specialists in the hospital is only 6 while the regulation suggesting at least 10. The general practitioners have to be at least 9 but only 4 available. Moreover, there is no any specialist dentist available. The pharmaceutical staff is only available 5 while the hospital needs at least 8. With the regulation, the hospital requires least 44 nurses for 65 beds available (Table 4).

With such a number of medical staff, it will be difficult to handle the increasing number of patient from year to year. Therefore, the medical staffs in the hospital need a good leadership style and motivation so they can carry out their duties properly.

2   Methodology

2.1   Research Location and Design

This research was finished in Buton Regency General Hospital located in Protokol Street of Laburunci Village, Pasarwajo District, Buton Regency, Southeast Sulawesi Province. This research was initiated by doing pre observation and literature study from previous research, documentation and data analysis related to leadership style and motivation on performance. This research used quantitative method. Quantitative method aims to examine in detail about background, nature, and character of related cases using number tabulation and statistics formulas.

2.2   Population and Sample

[5] describes population as generalization area that consist of object with specific quality and characteristics determined by the researcher to be studied and drawn a conclusion. The population of this research was the total of 69 medical staffs of Buton Regency General Hospital. This research used saturation sampling technique, which means all population is used as sample. This technique was used because the number of population is less than 100 persons.

2.3   Data Collection Method

The data was collected through observation, documentation, and questionnaire. Observation was through by watching directly the research object especially the leadership style and motivation towards performance applied in Buton Regency General Hospital. The documentation was done by collecting documents, literature, or archives that related to leadership style and motivation on staff performance. Questionnaire was finished by gathering respondent written answer for structured question given to them.

The data was analyzed through these following methods:

1. Research instrument test

Table 5. Regression Analysis Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	10.568	1.701		6.212	.000
1	x1	.113	.046	.215	2.456	.017
	x2	.285	.039	.643	7.335	.000

[a] Dependent Variable: y1

    a. Validity test is the ability of indicators to measure the accuracy of a concept which means whether the concept is valid or not. A good instrument is a valid instrument. It is valid when the instrument is able to measure what the researcher wants to measure and high validity instrument requires minor error.

    b. Reliability test is an index that shows that an instrument can be trusted and dependable. Reliability shows the consistency of an instrument in measuring similar phenomenon on several times of measurements done by *cronbach alpha* technique in SPSS. The instrument is reliable if the *cronbach alpha* > 0.60.

2. Hypothesis test

    This stage examines the effect of every independent variable in the model formed to know whether or not every independent variable in the model has significant contribution to the model individually. If the calculation shows that the probability value (P *value* < alpha 0.05, Ho is rejected and H1 is accepted. Therefore, the independent variable is able to describe its dependent variable partially.

3. Determination coefficient

    Determination coefficient test is prepared to identify the percentage of independent variable influence contribution to the dependent variable simultaneously. This coefficient illustrates the number of independent variable variation percentage used in the model to describe the dependent variable variation.

3   Results

3.1   Results

After finishing analyzing the data, the effect of leadership style and motivation on staff performance test was done. This test used regression analysis of SPSS 21.

3.2   Prerequisite Test

Instrument test in this research was classified into two namely validity and reliability test.

a. Validity Test

Table 6. Validity Test for Leadership Style.

Statement	Correlation	Information
Statement 1	.836	r value > 0.30 valid
Statement 2	.890	r value > 0.30 valid
Statement 3	.852	r value > 0.30 valid
Statement 4	.863	r value > 0.30 valid
Statement 5	.837	r value > 0.30 valid
Statement 6	.852	r value > 0.30 valid
Statement 7	.819	r value > 0.30 valid

Table 7. Validity Test for Motivation.

Statement	Correlation	Information
Statement 1	.550	r value > 0.30 valid
Statement 2	.748	r value > 0.30 valid
Statement 3	.704	r value > 0.30 valid
Statement 4	.831	r value > 0.30 valid
Statement 5	.826	r value > 0.30 valid
Statement 6	.795	r value > 0.30 valid
Statement 7	.648	r value > 0.30 valid
Statement 8	.733	r value > 0.30 valid
Statement 9	.715	r value > 0.30 valid
Statement 10	.761	r value > 0.30 valid

Table 8. Validity Test for Performance.

Statement	Correlation	Information
Statement 1	.630	r value > 0.30 valid
Statement 2	.826	r value > 0.30 valid
Statement 3	.777	r value > 0.30 valid
Statement 4	.717	r value > 0.30 valid
Statement 5	.752	r value > 0.30 valid
Statement 6	.831	r value > 0.30 valid

Table 9. Reliability Test.

Variable	Number of Statement	Reliability Coefficient	Information
Leadership Style	7	.935	Reliable
Motivation	10	.900	Reliable
Performance	6	.847	Reliable

Validity test is the ability of indicators to measure the accuracy of a concept which means whether the concept is valid or not. A good instrument is a valid instrument. It is valid when the instrument is able to measure what the researcher wants to measure and high validity instrument requires minor error (Tables 6, 7, and 8).

The result of validity test showed that every statement for leadership style, motivation, and performance were valid and can be included to reliability test.

b. Reliability Test

Reliability test is an index that shows that an instrument can be trusted and dependable. Reliability shows the consistency of an instrument in measuring similar phenomenon on several times of measurements done by cronbach alpha technique in SPSS. The instrument is reliable if the cronbach alpha > 0.60.

Table 9 points out that the cronbach's alpha value for every variables is reliable or giving relative constant if calculated several times. This is shown through the result of reliability coefficient > a 0.60.

4   Discussion

The Effect of Leadership Style on Performance Table 5 displayed that the value of leadership style effect on performance is 0.215. The value shows that leadership style has a positive effect on staff performance. It means that if leadership style is applied, the staff will achieve a good performance on work. The significance value of leadership style is 0.017 > 0.05. This indicates that the leadership style has a positive effect and not significant on medical staff performance in Buton Regency General Hospital.

The observation and interview reveal that the leader of the hospital is quite strict to general procedure and rule used in the hospital. The leader does not want to violate any either hospital rules or national rules of hospital service standard. Furthermore, the leader explains to the staff about their duties and what they have to accomplish. The staffs believe that their leader carries out his duty very well even though the leader does not really accept his subordinate suggestion. His strictness to rules makes the medical staff performance of Buton Regency General Hospital improves.

The Effect of Motivation on Performance Table 5 discloses that coefficient track for the effect of motivation on medical staff performance is 0.643. This indicates that motivation positively influences staff performance. If motivation is applied, the staff will accomplish better performance. The significance value of motivation is 0.000 < 0.05.

It means the hypothesis is accepted or motivation has a positive effect and significant on medical staff performance in Buton Regency General Hospital. The observation and interview expose that the staffs are able to catch on motivation given to them by the organization.

The interns make reasonable salary for their performance even though the salary does not meet their expectation. Their salary is better than other institutions. They also get paid on time. Contract staffs get paid based on the applicable rules thus the staffs are motivated. The leader also has a good communication with his staff hence the staffs are motivated by it.

5   Conclusion

This research aims to find out the effect of leadership style and motivation on medical staff performance through intervening organizational citizenship behavior. Based on collected data and hypothesis test using SPSS program, it can be concluded that there is a positive and not significant influence of leadership style on staff performance & there is a positive and significant motivation on staff performance. The more leadership style and motivation are applied, the more positive the effect to the medical staff performance. The leader is suggested to maintain his leadership style and motivation towards his staffs since it gives a positive influence on his staff performance.

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