



Leadership and Integrity as Determinants on Job Performance at Hospitals

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Abstract. This study examined whether leadership and integrity could serve as determinants on employees job performance at hospitals in Batusangkar City, West Sumatera. This study used quantitative approach. Using questionnaires with Likert's scale, this article tested the hypotheses by analyzing quantitative data collected from employees of private and government hospitals in Batusangkar City, West Sumatera. The sample of this study consisted of 225 respondents of the two hospitals employees determined through proportionate stratified sampling. Data in this study were analyzed with regression analysis. The finding of this study indicated that leadership and integrity, both simultaneously and partially, could serve as determinants significantly on job performance at the two hospitals employees in Batusangkar City, West Sumatera, and the percentage was quite large, amounting to 46.8%. The result of this study also implied that the higher the level of leadership and integrity of the employees at the two hospitals, it was expected that the job performance of the employees to be higher as well in their tasks for public service, and vice versa, when the level of leadership and integrity of the employees were reduced, their job performance quality in their tasks would also decrease. Besides that, we could understand that the conclusion of this study could be trustworthy up to 100 percent, because the significance level was 0.000, both in simultaneously and partial test results.

Keywords: Job Performance · Leadership · Integrity · Hospital · Employee

1 Introduction

In order to expedite the improvement of health status in a comprehensive, integrated, fair, affordable, and acceptable manner by the entire society, the hospital had become highly strategic about developing excellent human resources. According to its purpose, the hospital served as a health care facility that offered complete individual health services, including inpatient, outpatient, and emergency services (Hospitals Law Number 44/2009). As a public health institution, the hospital aimed to provide easy access for the community to obtain health services and realize health development.

On the other hand, the hospital's human resources as health service providers consisted of general and expert doctors (medical personnel), midwifery staff, nursing staff,

pharmacy staff, and other non-medical personnel were required to have good performance. According to Simanjuntak [1] performance was the achievement level of a results on the application of certain tasks. Meanwhile, according to Kasmir [2] the elements that affected employee performance included leadership style and organizational commitment (integrity), and others.

Many problems faced by organizations, including hospitals, such as low employee performance, low employee morale, low attendance and strike behavior were signs of employee job dissatisfaction. This could be caused by employees feeling that the leadership did not trust employees, there was no employee involvement in decision making, and the leader was not objective and dishonest with employees. Basically, employees who were satisfied with the leader would improve their performance while employees who were dissatisfied could reduce their performance because it was not comparable to what was expected.

The Mother and Child Hospital (RSIA) Fadhila Batusangkar was a maternal and child hospital type C that was first accredited by the Hospital Accreditation Committee (KARS) with the hospital's vision of becoming a national standard hospital with complete services. While the Local General Hospital (RSUD) M.A. Hanafiah was also a regional general hospital type C that was fully accredited by the KARS. The vision of RSUD M.A. Hanafiah SM was to become a national standard hospital. As the technical implementing unit of the Ministry of Health, it was expected that these two hospitals would care about the accomplishment's success and have good performance so that the vision of the two hospitals could be realized.

However, one of the problems faced by RSIA Fadhila and RSUD M.A. Hanafiah Batusangkar was not achieving employee performance targets in order to support the success of achieving hospital goals. Of the 100% performance targets that are planned to be achieved in 2021, only about 84–85% could be realized or achieved.

Furthermore, leaders would be able to determine the performance of their subordinates with their self-quality to achieve the understanding and trust of their subordinates. In addition, the leaders' role and integrity would be very influential if they could explain to their subordinates about the actions that must be taken and how to do them. The actions of leaders who abused their power will be a serious problem for the organization. This could lead to employee distrust of the leader and could cause the condition of an organization to be difficult to predict, resulting in employee job dissatisfaction which ultimately affects its performance. In connection with the above, it could be said that the factors that could determine employee performance include leadership and integrity.

Leadership was a central problem in an organization, and this could be reflected in the back and forth of the organisation. In other words, whether or not the organisation's goals were dynamic was partly determined by the leadership factor in the organization [3]. The aspect of integrity was also an important component that could affect employee performance, as revealed by Mangkunegara [4] that one element that could affect employee work performance was individual psychological factors, that is individuals with high integrity. The integrity aspect was also an important factor that could affect employee performance, as Mangkunegara [4] revealed that one factor that could affect employee performance was the individual psychological factors, i.e. individual with high integrity.

Based on the above description, one can understand that leadership and integrity were assumed to affect employee performance. Hence, we (researchers) assumed that we need to conduct a study to analyze the “Leadership and Integrity as Determinants on Employee Performance at RSIA Fadhila and RSUD M.A. Hanafiah Batusangkar”, and based on the above problems, the research questions of this research could be posed as follows:

1. Did leadership influence the employee performance at RSUD M.A. Hanafiah and RSIA Fadhila Batusangkar?
2. Did integrity influence the employee performance at RSUD M.A. Hanafiah and RSIA Fadhila Batusangkar?
3. Did leadership and integrity influence the employee performance simultaneously at RSUD M.A. Hanafiah and RSIA Fadhila Batusangkar?

Theoretically, Hasibuan [5] argued that employee performance was the working result that employees achieved when carried out their tasks according to their experience, time, sincerity, and skills. Performance can also be defined as the work performed by workers in terms of quality and quantity according to their duties and responsibilities. Meanwhile, according to Sedarmayanti [6] performance was a general managerial or organizational process in which the work results must be specific, measurable and comparable to predetermined standards. While Mathis and Jackson [7] argued that employee performance could be defined as employees contribution toward their company including output quantity, output quality, duration, work and cooperative attitude. Performance referred to an employee’s ability to carry out their duties that became their responsibility.

Meanwhile, Samsudin [8] stated that performance was the task execution level which could be achieved by an individual, or by unit or division through existing capabilities and established boundaries to fulfill organizational objectives. Thus, performance could be defined as willingness of an individual or group of people to carry out their activities according to their responsibilities with results as expected, and in addition it was a result achieved by an employee in line with predetermined criteria and standards within a certain period of time.

There were many factors that could affect job performance. Mathis and Jackson [7], for example, suggested that the factors that influence performance consisted of ability, motivation, support, availability, and relationship with organization. On the other side, according to Gibson et al. [9] there were three factors that affect performance, namely: 1) Individual aspects, consisted of abilities, skills, social level, family background, work experience, and demographic aspects; 2) Psychological aspects, consisted of: roles, personality, perceptions, attitudes, motivation and job satisfaction; and 3) Organizational aspects included: job design, reward system, organizational structure, and leadership.

Meanwhile, Simamora [10] stated that job performance could be affected by several aspects: Individual characteristics such as skills, knowledge, and demographics; psychological characteristics such as attitudes, perceptions, personalities, learning, and motivation; and organizational characteristics such as leadership, resources, incentives, structures, and job design. Furthermore, according to Timpe [11], the factors that affect performance consist of external and internal factors. External factors were all that affect an individual’s performance come from their environment, like attitudes, behavior, and

actions of co-workers, employees (subordinates) or leaders. While internal factors were everything associated with an individual's characteristics, including integrity.

On the other side, in relation to leadership, Moejiono [12] viewed that the leadership came about as a result of a one-way influence. The leaders could stand out from their followers due to particular traits they possess. Leadership was the practice or skill of getting other people to work together based on that person's capacity to lead them toward the group's objectives [13]. Sutrisno [14], on the other hand, defined leadership as the process of using one's actions to motivate others by inspiring, directing, and persuading others to take certain actions in order to produce the desired results. In the meantime, according to Badeni [15], leadership was the skill, method, and art of getting other people or groups of people to want to accomplish organizational goals.

Leadership had a strong relationship or influence on the performance of an employee. According to Siagian [16] leadership played a very important role of a team in carrying out many activities successfully, particularly seen at the performance of its employees. Meanwhile, Sutrisno [14] described leadership as a process of individual's activities to influence, lead, and guide others to do anything in order to get the desired performance results. The performance of the employee will typically improve or be at its best if the leadership is feeling good. Besides, there were many research results that prove that leadership greatly affected employee performance, among others, shown by the research finding of Sukarja [17] and Sinaga [18].

Furthermore, in relation to integrity, it could be said that integrity was a quality which underlined public trust and serve as standard by which people judged all of their judgments. Integrity demanded that a person carry out his performance with courage, honesty, openness, wisdom, and responsibility. As a result, the four components were crucial to fostering trust and serving as the foundation for sound judgment [19]. According to Mangkunegara [4] integrity could affect a person's performance. One of the factors affecting how well one performed at work was their psychological state. If a person possessed a high level of moral integrity on both a psychological and spiritual level, that individual was considered to have achieved performance.

With high integrity, a person had good concentration. Integrity was a way of being accountable for what one did, making sure the outcomes matched the right standards, beliefs, or ideals, and standing solid in one's convictions without external pressure. According to the above description, it might be understood that employee integrity was a standard attached to employees in the form of honesty, moral values, responsibility, and commitment to work. Integrity denotes wholeness and completeness. Integrity was a character that had been integrated in one's life which was used to achieve all virtues and happiness.

According to Schlenker [20] integrity could be measured through three aspects: 1) principled attitudes and behavior, which are based on behavior that was in accordance with moral and ethical principles; 2) sticking to the principle even though there was pressure from other parties; and 3) reluctance to rationalize principled behavior, remain committed and do not bargain with the principles believed in even though they were in conditions and situations that were impossible. Meanwhile, Zahra [21] suggested that a number of indicators may be used to evaluate integrity, which is: honesty, commitment, trustworthiness, consistency, and responsibility. Furthermore, Zainuri, et al. [22] revealed

the dimensions that could be used to measure integrity included: honesty, consistency in acting, emotional control, focus and accountability, and being brave in conveying something that was true and in accordance with the rules and values.

In addition, according to Barrett [23] integrity was adherence to principles, morals, honesty, and quality. Meanwhile, according to Puka [24] integrity includes moral identity and responsibility containing commitments, desires and individual feelings towards relationships with other people and norms. Integrity of Civil Servants (PNS) was assessed from compliance with legislation, honesty, ability to cooperate, and community service (Law Number 5 of 2014). In order to realize good performance, an individual must have honesty, courage, fighting power, create good and orderly relationships. The form of integrity was employees who have good performance. Meanwhile, Zahra [21] defined integrity as a form of commitment in carrying out all things according to values and norms, ethical and correct principles and consistently to carry out commitments in every situation without intending to go out of these principles. Besides that, there are also many research results that prove that integrity was very influential on employee performance, among others, shown by the research finding of Salwa [25], Ngorantutul et al. [26], and Rahmadani [27].

2 Research Methods

This study used quantitative approach. The data in this study were collected from employees of government and private hospitals in Batusangkar City. Data of this research were collected with questionnaires from the respondents of the two government and private hospitals. The variable of job performance in this research referred to indicators of Mangkunegara comprised work quantity, service quality, accuracy, and responsibility [4]. This questionnaire involved the score on a the set of job performance items, graded on a scale of 1 to 4, with 1 denoting “strongly disagree” and 4 denoting “strongly agree” for positive responses and 1 denoting “strongly agree” for negative responses.

Target population for this research focused on all employees of the two government and private hospitals (RSUD M.A. Hanafiah and RSIA Fadhila). Number of employees who served in the two hospitals based on data in 2022 was around 578 (465 + 113) employees. In this research, the sample was determined with *proportionate random sampling* comprised of 225 employees. Data of this research was analyzed through quantitative analysis with multiple regression.

3 Results and Discussion

Before the data were processed using statistical testing with multiple linear regression model, then the analysis prerequisite test has been carried out, including the testing of data linearity, data normality, multicollinearity, heteroscedasticity, and autocorrelation. Furthermore, multiple linear regression significant equation testing was conducted as part of the data analysis. The results of the test showed that the study data were compatible with normality and linearity, and free from multicollinearity, heteroscedasticity, and autocorrelation problems, according to the standard assumption test, which is a prerequisite for regression analysis. Therefore, we could continue to test the data using multiple linear regression model.

Table 1. The test result of multiple linear regression of Leadership and Integrity on Job Performance.

Variables	R	R Square	Adjusted R Square	Sig.
Leadership (X1 to Y)	.423 ^a	.179	.175	.000 ^a
Integrity (X2 to Y)	.685 ^a	.470	.467	.000 ^a
Leadership and Integrity on Job Performance (X1 and X2 to Y)	.688 ^a	.473	.468	.000 ^a

Next, the outcomes of multiple linear regression analyses regarding the impact of the two variables, namely integrity and leadership, on job performance are shown in Table 1 as follows.

As shown in Table 1, both leadership (X1) and integrity (X2) had significant, simultaneously or partially, effects on employee performance on the job at the two hospitals where the research was conducted. Looking at Table 1, we could see that the significance of the X1 to Y regression equation is 0.000. This would have been below that if $= 0.05$ had been cut off. That's why we're saying the first hypothesis is correct. As a result, we may infer that the leadership at each of the two hospitals plays a significant role in shaping the performance of the staff. The significance of X2 concerning Y in the regression equation was also zero. This value was likewise less than the significance level of $= 0.05$. As a result, the second hypothesis tested in this study was also validated. This study's findings suggest that the integrity variable significantly influenced employee performance at the two hospitals where the research was conducted.

In addition, X1 and X2 to Y had a significance level of 0.000 in the regression equation. This value was likewise less than the significance level of $= 0.05$. As a result, H3 was again validated by these data. So, it was clear that leadership and honesty significantly impact how well an employee did their work. As the significance threshold was 0.000 in both the simultaneous and partial tests, it was clear that this conclusion may be trusted up to 100% of the time.

Furthermore, according to Table 1, we could also noticed that the magnitude of the effect of leadership and integrity variables toward employees job performance at the two hospitals was quite large. We could notice that the effect of the leadership variable was by 17.5% and integrity at 46.7% toward job performance variable. On the other side, simultaneously, the effect of these two variables toward job performance was 46.8%.

Therefore, the results of this research proved that the leadership and integrity were very influential on their job performance in their service task at the two hospitals. Thus it could be concluded that leadership and integrity could affect the employees job performance at the two Batusangkar hospitals significantly and its effect was quite large, that is amounting to 46.8%. In other words, it could be said that the higher the level of leadership and integrity of the employees of the two hospitals was expected that employees job performance to be higher as well in their tasks for public service and vice versa if the leadership and integrity of the employees were reduced, their job performance quality will decrease.

The finding of this study were in line with the opinion of Timpe [11], Gibson [9], Simamora [10], Siagian [16], and Sutrisno [14] which stated that leadership was one of the variables which could effect job performance. Besides, this study also supports the research finding conducted by Sukarja [17] and Sinaga [18] which found that leadership significantly influence the performance of employees.

On the other side, this research finding was also consistent with Timpe [11] suggestion and Mangkunegara [4] point of view which stated that integrity could affect a person's performance. A person was said to have a performance achievement if the person had high integrity both psychologically and spiritually. Moreover, there were also many research results proved that integrity was very influential on employee performance, as shown by the research finding of Salwa [25], Ngorantutul et al. [26], and Rahmadani [27].

Therefore, according to the findings of this research and the theoretical framework explained before, it could be concluded that leadership and integrity could influence the employees job performance of the two hospitals in Batusangkar city. It could be described that if the leadership were appropriate with the expectations and meets the hope of the employees, as well as if their integrity was at the high level, then basically it could improve employees job performance for public service at the two hospitals.

4 Conclusion

According to the finding of this research on Leadership and Integrity as Determinants on Job Performance at Hospitals in Batusangkar City, then some conclusions could be drawn as follows: 1) there was a significant effect of leadership and integrity, either partially or simultaneously, toward job performance of the employees, and the effect was quite large, that is amounting to 46.8%. It means that the higher the level of leadership and integrity of the employees at the wo hospitals in Batusangkar city, it was assumed that their job performance to be higher as well in their tasks for public service in the hospitals. On the contrary, if the leadership and integrity level of the employees were reduced, their job performance quality in their tasks would also decrease. Besides, it could be assumed that the truth of this conclusion might be trusted to 100%. It could be seen from the level of significance which showed number of 0.000, either in partial or simultaneously test results.

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