

# ENHANCING EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS A MEDIATION VARIABLE

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## ABSTRACT

This research is based on the problems in RSUD Bumiayu. These problems, such as the proposed upgrade of hospital class from type D to type C, revision of service tariffs, and the lack of specialist doctors. To solve these problems, support from leadership and employee performance are needed. The purpose of this study is to determine the influence of leadership, work environment and perceived organizational support on employee performance with work motivation as the mediating variable. This type of research is using a quantitative approach with Partial Least Square using path analysis. The population of this study is employees of Bumiayu Hospital with a total sample of 120 respondents using probability sampling techniques, namely a random drawn sample. The measurement scale uses a Likert scale 5.

**Keywords:** Leadership, Work Environment, Perceived Organizational Support, Work Motivation, Employee Performance, Psychological Well-Being, Quality Job

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## INTRODUCTION

The current era of globalization has demanded that institutions, both organizations and agencies, be more innovative in managing existing human resources. Human resources (HR) are key element in an organization because humans have different characteristics compared to other resources (Hersona *et al.*, 2017). Therefore, the success of an organization will be determined by the quality of its employees, which in turn can also affect the quality of good work. Increasingly tight and rapid competition between institutions and agencies will encourage an organization and agency to continue to make improvements to its employee resource management system. In the process of forming an organization or agency that is in accordance with the main objective, increasing the capacity of existing human resources must be considered. One example is the Hospital, which is one of the government agencies and facilities that are very important to people's lives at this time, with the increasing needs related to health.

Bumiayu Regional General Hospital is one of the government hospitals in Indonesia. The hospital has an effort to make Bumiayu Hospital the best center for health services for the community and become a referral hospital for the southern Brebes area, so the hospital will have demands to improve its performance to the community. Thus, the hospital really needs to have competent employees in all fields. Employee performance has a very important role in achieving the hospital's goals. Performance can be interpreted as productivity which states a quality, quantity, and contribution of work (Wardani & Eliyana, 2020). When productivity is high, the overall performance in the organization will also be high. Researchers develop independent variables of leadership, work environment, perceived organizational support and make the motivation variable as a mediation for the

employee performance of Bumiayu Hospital. The reason the researchers made Bumiayu Hospital as the object of research was because Bumiayu Hospital had problems with increasing the class type of RSUD. According to the data, the leadership of the Bumiayu Regional Hospital in 2019 submitted a resignation letter to the Regent of Brebes, which explained that there were many problems that hit Bumiayu Hospital, such as the proposal to upgrade the hospital class from type D to C, revision of service tariffs, and lack of specialist doctors. Employees must work as much as possible in order to get good results or outputs in accordance with what the organization has expected, because employee performance will affect the success or success of Bumiayu Hospital. In addition, in this study, the role of leadership will be important. The leadership function itself, namely, as one of the important elements in a maintenance, achievement and improvement of organizational performance. The leadership function plays a dominant role in the overall effort to improve performance, both at the individual, group and organizational level. Not only work environment leadership can also be interpreted as a force that influences, either directly or indirectly, the performance of an organization or company (Kurniawan, Harry, 2019). Meanwhile, perceived organizational support is the extent to which employees will believe that their superiors appreciate their contribution and concern for their welfare (Chen & Shaffer, 2017). So that when employees experience welfare in themselves, they will work optimally for their organization. Apart from that, motivation can also be stated as a factor that encourages a person to carry out an activity, therefore motivation is often interpreted as a factor driving one's behavior (Kurniawan, Harry, 2019). To implement leadership, work environment, perceived organizational support for

employee performance, the existence of a motivational mediating variable is assumed to be a driving factor in implementing all these things properly.

According to [Bastari et al., \(2020\)](#) leadership is an ability that can encourage employees to achieve organizational goals. That is, an organization can be said to be successful or not determined by the leadership in it. A leader will tend to show empathy, which can encourage employees by motivating their employees so that employees feel comfortable while carrying out their work, conversely if employees feel that their leaders are not good enough and less precise in influencing the performance produced by employees can also decrease not in accordance with what has been planned. In addition, employee performance can also be influenced by the work environment and perceived organizational support.

Supported by a statement from [Siddiqi & Tangem, \(2018\)](#) which states that work environment standards will have an influence on performance and ultimately affect employee competitiveness. A good work environment helps keep employees fit both physically and mentally. A conducive work environment will provide a sense of security and allow employees to work optimally, which results in high employee performance. The factor that affects the performance of the next employee is perceived organizational support, where perceived organizational support is very influential on performance because employee perceptions of the support provided by the organization where they work will affect how the performance is formed, so that the achievement of a target or goal of an organization is highly dependent on the performance produced by its employees. According to [Ahmed & Nawaz, \(2015\)](#), although organizations value contributions and care about employee welfare is important, organizations must also care that employees will seek real support shown by the organization based on employee perceptions as a view of organizational support. So, to achieve organizational goals appropriately, employees will still feel their psychological well-being through the support provided by the organization.

Based on the explanation and data above, to solve all these problems involves leadership and requires the support and performance of all Bumiayu Hospital employees, so the research will test the influence of leadership, work environment and perceived organizational support (POS) on employee performance with work motivation as a mediating variable.

## LITERATURE REVIEW

### Theoretical Basis

#### Leadership

The role of leadership for employees in an organization is very important. Leadership can be expressed as one of the abilities needed by a leader in leading an organization ([Bastari et al., 2020](#)). Leadership comes from the word "leading" which means guidance, so that people who guide others are called leaders. It is also supported by a statement from [Nader's \(2019\)](#) which states that leadership can be defined as the influence exerted by certain individuals (leaders) on the achievement of the goals of others (subordinates) in an organizational context. The leadership function itself is one of the important elements in maintaining, achieving, and improving organizational performance ([Hersona et al., 2017](#)). The leadership function plays a dominant role in the overall effort to improve performance, both at the individual, group and organizational level. Someone who occupies a position as leader or managerial in an

organization plays a very important role. Because according to Robins quoted by ([Setiawan et al., 2020](#)), leadership is the ability to encourage groups to achieve organizational goals. This means that an organization can be said to be successful or not determined by the leadership in it ([Latief & Limantara, 2019](#)). In an organization, both large and small, leadership is needed by leaders. Leadership has different types, forms of approach, and different concepts.

#### Work Environment

The work environment is everything that is around employees in the workplace (both physical and non-physical) that has an impact on these employees ([Sutanto et al., 2018](#)). Work environment indicators such as lighting in the workplace, air circulation at work, smells at work, noise at work, relationships between employees, and the relationship between employees and managers. The work environment can also be interpreted as a force that affects, either directly or indirectly, the performance of an organization or company ([Kurniawan, Harry, 2019](#)). [Goddard et al., \(2006\)](#) defines the work environment as a condition related to workplace characteristics to employee behavior or attitudes where it is related to psychological changes because things experienced at work must be demonstrated by the organization which includes work saturation, work monotonous and tired. This needs to be considered because an organization must still pay attention to the welfare of its employees in producing good quality work. This is also supported by a statement from [Siddiqi & Tangem, \(2018\)](#) which states that work environment standards will have an influence on performance and ultimately affect employee competitiveness. A good work environment helps keep employees fit both physically and mentally.

#### Perceived Organizational Support

Perceived organizational support is the extent to which employees will believe that their superiors' value their contribution and concern for their welfare ([Chen & Shaffer, 2017](#)). From the JD-R perspective, these organizational resources will follow a motivational path where employees experience positive affective and behavioral outcomes. Furthermore, they can create good quality work. [Hakkak et al., \(2014\)](#) define perceived organizational support as a kind of cooperation or form of support needed to do work effectively. Perceived organizational support can be social, not just a psychological process that is intended through information obtained by employees from their social environment, both organizational support theory and social exchange theory which are considered as the theoretical foundation of perceived organizational support ([Ullah et al., 2020](#)). According to [Prima & Eliyana, \(2016\)](#) perceived organizational support is also known as the global trust that has been made by an employee regarding their assessment of organizational policies and procedures. According to [Ahmed & Nawaz, \(2015\)](#), although organizations value contributions and care about employee welfare is important, organizations must also care that employees will seek real support shown by the organization based on employee perceptions as a view of organizational support. So, to achieve organizational goals appropriately, employees will still feel their psychological well-being through the support provided by the organization.

#### Motivation

Motivation is a form of desire that arises in individuals which can be caused by enthusiasm, inspiration, and having the driving force in carrying out an activity with a

sense of joy, honesty, sincerity so that the results of the activities carried out will be achieved properly according to the expected results *al.*, 2020). Motivation can be stated as a factor that encourages someone to do an activity, therefore motivation is often interpreted as a factor driving one's behavior (Kurniawan, Harry, 2019). Because basically, the main focus of motivation is to drive desire and drive the will to achieve the desired goals (Muzakki *et al.*, 2019). Motivation can also enable individuals to direct their potential in deciding how much effort is put into an activity in certain situations. On the other hand, Kalangwa (2019) states that motivation consists of encouragement, needs, and incentives as well as their interactions, and this belief will arise when employees believe that the organization has promised them persuasion in return for services provided (in the form of contributions). According to Siddiqi & Tangem, (2018), with the motivation, it is stated that the absence of a job can damages mental health, even allowing a person to gain social stability, which drives depression away. So that motivation can be used as an important thing for employees to feel their psychological well-being at work.

#### **Employee Performance**

Performance is defined as productivity which states a quality, quantity, and contribution of work (Wardani & Eliyana, 2020). When productivity is high, the overall performance in the organization will also be high. According to Naufal & Suryaputra, (2011) performance is basically a form of what employees do or don't do in carrying out their work. So that performance is a real behavior that is displayed by everyone as a work achievement produced by employees in accordance with their role in the organization. Setyawibowo, Wahyu & Silvianita, (2017) state that performance is the result of certain job functions within a certain period of time and is the result of work as a result of the skills, abilities, and desires achieved. Meanwhile, employee performance is the result of an employee's work during a certain period compared to various possibilities (standards, criteria or targets) that are mutually determined and agreed upon (Muzakki *et al.*, 2019). Meanwhile, according to Putri *et al.*, (2019) employee performance basically refers to the level of achievement of the tasks that make up the work of an employee. Employee performance is a factor that can significantly affect the profitability of an organization characterized by work results with the best quality work.

### **Hypothesis Development**

#### **Leadership on Motivation**

Leadership can function in giving influence on certain individuals on achieving the goals of others (subordinates) in an organizational context (Nader, 2019). Through leadership, a leader will seek opportunities, alliances, and approach goals in a proactive manner, so that the leader has a positive effect on others, who can attract support from those who have similar needs for achievement. When employees and leaders are in line with the desires of these employees, they will feel comfortable running the initiative and increase their internal motivation and external motivation (Graves & Sarkis, 2018). Furthermore, there will be a perception of the similarity between the perspective of leaders and employees which will increase trust, communication and improve relationships between them. This is also supported by a statement from Yukl cited by Ouakouak *et al.*, (2020) who found research on the affective mechanism by which leaders motivate their followers, and it is known that leadership can refer to a process in influencing others to understand and agree on

what is necessary. done and how to do it to achieve common goals. Generating positive employee emotions is known to be the most effective way for leaders to shape their employees' motivation. Through emotionally intelligent leaders will be able to monitor their own feelings and emotions and those of others effectively (Gardner *et al.*, 2009). As a result, these leaders are more likely to show empathy, which can encourage employees by motivating them. Thus, the hypothesis formulated in this study are as follows:

#### **H1: Leadership has an effect on motivation.**

#### **Work Environment on Motivation**

Motivation can be referred to as enthusiasm in employees to apply new abilities, skills, knowledge and experiences into everyday tasks (Noorizan *et al.*, 2016). Based on the theory of motivation, it is known that motivation can influence employee behavior in carrying out their responsibilities in the workplace. But this must be balanced with the right work environment. So that the company must create an appropriate environment and the manager must also be responsible for ensuring that the work environment is formed consistently and in accordance with the new skills and knowledge acquired by participants to be applied to the real world of the workplace (Chevalier, 2008). Supported by the statement of Sutanto *et al.*, (2018) that the work environment is another factor that can motivate employees to work, and this study confirms that good working conditions can motivate employees to work well. The World Health Organization (WHO) states that when a company cannot provide a good work environment for their employees, employees will feel depressed (Sutanto *et al.*, 2018). Meanwhile, work motivation is an impetus both from within and outside of oneself that can cause an employee to want to work to achieve a certain goal. Nitisemito (2002) has also shown that a comfortable work environment can trigger work motivation for employees to work better so that work can be maximally achieved. Thus, the hypothesis formulated in this study is as follows:

#### **H2: Work environment has an effect on motivation**

#### **Perceived Organizational Support on Motivation**

Perceived organizational support is the extent to which employees will believe that their superiors appreciate their contribution and concern for their welfare Ahmed & Nawaz, (2015). From the JD-R perspective, these organizational resources will influence motivation in which employees will experience positive affective and behavioral results (Chen & Shaffer, 2017). In the context of perceived organizational support, the organization will consider employees towards their goals and feelings into a psychological relational contract with these employees, and the organization will send a signal to employees that they have the flexibility to choose the path and goals of their work so that the organization will fully support their career. their work. Furthermore, this will increase the autonomous motivation of employees to work. Hakkak *et al.*, (2014) define perceived organizational support as a kind of cooperation or form of support needed to do work effectively, and perceived organizational support is social, not just a psychological process that is intended through information obtained by employees from their social environment. Through this form of support or collaboration, it will influence employees in the process of motivating themselves. Employees will feel that their

organization is more supportive of them, meets their socio-emotional and material needs and also cares about their well-being, as a result they are more likely to be involved in motivation (Ullah *et al.*, 2020). Thus, the hypothesis formulated in this study is as follows:

**H3: Perceived organizational support has an effect on motivation.**

#### **Leadership on Employee Performance**

Employee performance is expressed as "the achievement, implementation of doing whatever is ordered or done, and seen in terms of employee productivity and output, which can influence or help the organization to be efficient and effective in achieving its goals (Amoako-Asiedu & Obuobisa-Darko, 2017) Or specifically explain the extent to which an individual can help the organization achieve its goals In the research of Amoako-Asiedu & Obuobisa-Darko, (2017) also says that when an organization is looking for an efficient way to make it possible to outperform its competitors, its approach is to focus on leadership So that when a company wants to achieve organizational goals through proper employee performance, leadership can be used as a way of pursuing it. This theory is supported by research conducted (Any Isvandari & Agus Al Idris 2018) which states that leadership has a positive effect on employee performance. In influencing employees, it will be seen from the obedience and obedience of their followers, for their sense of job responsibility. So that managers who successfully carry out their leadership duties can foster a sense of morale for their members which results in increased employee performance. Because employee performance is a stage of achievement as a work achievement carried out by individuals from the organization (Eliyana *et al.*, 2019), employee performance is a stage that can determine the quality of good work. This is supported by research (Muizu & Sari, 2019) which states that leadership is an important factor in determining the success and failure of employee performance achievement. Thus, the hypothesis formulated in this study is as follows:

**H4: Leadership has an effect on employee performance.**

#### **Work Environment on Employee Performance.**

The term work environment has been referred to as the environmental condition in which an employee works (Saunders *et al.*, 2016). A good and appropriate work environment will make employees feel comfortable at work. Convenience will certainly have an impact on improving employee performance, and conversely, the discomfort of the work environment experienced by employees can have fatal consequences, namely the decline in employee performance itself (Putri *et al.*, 2019). This is also supported by a statement from Siddiqi & Tangem, (2018) which states that work environment standards will have an influence on performance and ultimately affect employee competitiveness. A good work environment helps keep employees fit both physically and mentally. A conducive work environment will provide a sense of security and allow employees to work optimally. The work environment can also affect employee emotions (Naufal & Suryaputra, 2011). If employees like the work environment where they work, they will feel comfortable working in that place, doing their activities so that their working time can be used effectively. Productivity will be high and employee performance will automatically be high. Thus, the hypothesis formulated in this study is as follows:

**H5: Work environment has an effect on employee performance.**

#### **Perceived Organization Support on Employee Performance**

The goal of a performance is a goal in which the individual has an interest in obtaining favorable assessments from their supervisors, colleagues, or authority figures (Nader, 2019). These goals will be proportionate to the competence through the employee's performance. Because basically employee performance refers to the level of achievement of the tasks that make up the work of an employee, Putri *et al.*, (2019), and performance reflects how well the employee meets the job requirements. In addition, research conducted by Susmiati *et al.* (2015) found that the effect of perceived organizational support on performance and the result was that perceived organizational support had an effect on performance. Kalangwa, (2019) describes perceived organizational support as how much the organization appreciates the contribution of employees and cares about them. Hakkak *et al.*, (2014) define perceived organizational support as a kind of cooperation or form of support needed to do work effectively. In this regard, if employees consider organizational support to be very useful for them, it is likely that these employees will reciprocate with more enthusiasm to work (Mary, 2019), and increase their performance to be higher. Therefore, employees with strong socio-emotional needs and who feel the organization is very supportive, often indicate to the organization that they are capable of producing good quality work in accordance with organizational goals. So that perceived organizational support is very influential on performance because employee perceptions of the support provided by the organization where they work will affect how the performance is formed, so that the achievement of a target or goal of an organization is highly dependent on the performance produced by its employees. Thus, the hypothesis formulated in this study is as follows:

**H6: Perceived Organization Support has an effect on employee performance.**

#### **Leadership on Employee Performance Through Motivation**

According to Nader, (2019) there are at least two main influences that affect individual performance in their environment. These influences include, the type of leadership that is, and personal motivation. When employees are led by leaders who can maintain trust and respect with integrity in their relationships with employees, it is likely that the employees' innate psychological needs will be met. Because these leaders will be more likely to maintain intrinsic motivation through feelings of care, security, and connection by offering opportunities to employees to expand their abilities (Ouakouak *et al.*, 2020). Through the ability of these employees, it will be seen the results of the influence of leaders in influencing motivated employees. The shape of the result will be an employee performance. Because employee performance according to Muzakki *et al.*, (2019) is the work of an employee during a certain period compared to various possibilities such as standards, targets or criteria that are determined and mutually agreed upon. According to Kurniawan, Harry, (2019) the low motivation given by the leadership to subordinates certainly affects the performance of employees in carrying out the tasks that have been given by the leadership. Also supported by Mamik Hirna Wati (2017) who has



conducted research with the results showing that leadership has a positive effect on performance through motivation. Thus, the hypothesis formulated in this study is as follows:

**H7: Leadership has an effect on employee performance through motivation.**

#### ***Work Environment on Employee Performance Through Motivation***

The work environment is an important factor in encouraging employee work motivation in a company (Chandrasekar, 2011). Goddard *et al.*, (2006) define the work environment as a condition related to workplace characteristics on employee behavior and attitudes. Employee behavior and attitudes can be described through a performance. This will be related to the occurrence of psychological changes due to things experienced at work or in certain circumstances that must be continuously demonstrated by the organization, including work burnout, monotonous work and fatigue (Kurniawan, Harry, 2019). So that the work environment will encourage employee motivation to produce a performance. Also supported by a statement (Susanty & Baskoro, 2013). which states that work motivation also affects employee performance. Work environment standards will have an influence on performance and ultimately affect the competitiveness of employees, Siddiqi & Tangem, (2018). A good work environment helps keep employees fit both physically and mentally. Research conducted by (Jayaweera, 2015) found that work motivation is a variable that is able to mediate the influence of the employee's work environment, meaning that when employees have high work motivation, the impact of the work environment will be greater on the achievement of employee work performance or commonly known as performance. employees. Thus, the hypothesis formulated in this study is as follows:

**H8: Work environment has an effect on employee performance through motivation.**

#### ***Perceived Organizational Support on Employee Performance Through Motivation***

According to Sandhu *et al.*, (2017), people who are motivated will use greater effort to do a job than people who are not motivated. In other words, all the factors that can be thought of from the physical or psychological aspects that the individual interacts with, leads to reactions within them or the entire organization. Through perceived organizational support, it will form a support that can help form motivation (Ullah *et al.*, 2020). (Mary, 2019) revealed that employees who positively view the organization as helpful and supportive are usually highly motivated to take on some aspects of their role in work.

They will further note that workers who at some point receive moral, financial or emotional support from there tend to be more motivated than those who have negative perceptions of organizational support because they are attracted to the job. So that they will be motivated to produce better work results than before. According to Olusadum & Anulika, (2018) employees will see themselves as stakeholders in the organization and will most likely protect their interests by improving their performance, if the supporting aspects of doing the job can encourage them properly and accordingly. This research is in line with that conducted by (Bantilan, 2017) which states that work motivation mediates the relationship between perceptions of organizational support on performance. Thus, the hypothesis formulated in this study is as follows:

**H9: Perceived organizational support has an effect on employee performance through motivation.**

#### ***Motivation on Employee Performance***

Motivation can be defined as "the extent to which persistent effort is directed toward a goal" (Miljus *et al.*, 1971). A person with the goal of achieving high performance may respond to failure by concluding that they cannot complete the task and, therefore, give up. This belief can lead people with performance goals to conclude that they do not have what it takes, while others believe that intelligence and abilities can change over time, education, and experience (Nader, 2019). Therefore, through self-motivation in achieving organizational goals appropriately, this possibility can be avoided. Because motivation can be used as energy to generate inner impulses that can move a person to be able to achieve the goals of their motives accordingly (Hersona *et al.*, 2017). Supported by a statement from Sandhu *et al.*, (2017) which states that one of the strategies to achieve higher goals and development is motivation. Employees will be motivated to provide quality and effective services, which means that motivation is a key factor for progress in an institution or organization. In-depth knowledge of motivation and its meaning is essential to the success of the organization (Paré 2001). Motivating employees is very important for the achievement of organizational goals through high employee performance results, which can result in the right quality of work. The results of the study were reinforced by Delvin Alexander Gunawan *et al.*, (2018), who conducted research with the results that motivation had an effect on employee performance. Thus, the hypothesis formulated in this study is as follows:

**H10: Motivation has an effect on employee performance.**

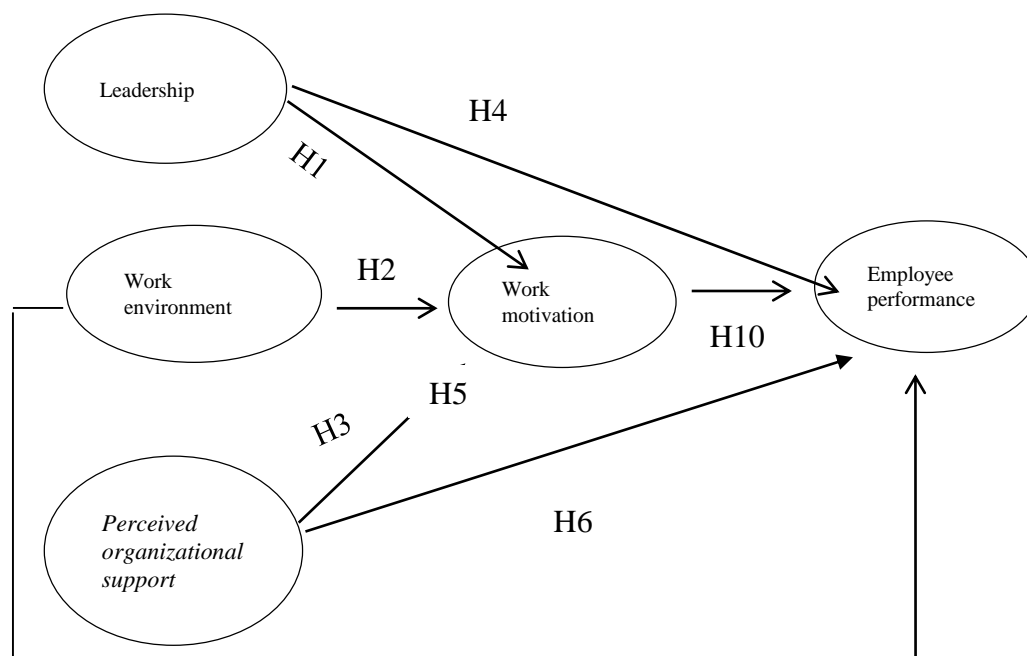


Figure 1. Framework

Information:

H7: Motivation mediates leadership on employee performance

H8: Motivation mediates the work environment on employee performance

H9: Motivation mediates perceived organizational support on employee performance

## RESEARCH METHODS

### Research Approach

This research uses quantitative research methods conducted by examining population or samples obtained through primary data and secondary data. The location of this research was conducted at the Bumiayu Regional General Hospital. Jl. K.H. Ahmad Dahlan KM. 01 Bumiayu, Bumiayu District, Brebes Regency. In this study the dependent variable is employee performance (Y), the independent variable is leadership (X1), work environment (X2), and perceived organizational support (X3), and the mediating variable in this study is motivation (M). The measurement scale in this study is the Likert scale 1-5.

### Measurement

#### Leadership

Leadership is the ability of a leader of RSUD Bumiayu in the process of identifying and directing activities related to the duties of the members of the Bumiayu Hospital organization effectively. The indicator used to measure leadership refers to Kuddy (2017).

#### Work Environment

The work environment is something that is around the Bumiayu Hospital workers and can affect them in carrying out their assigned duties. The indicator used to measure the Work Environment refers to Hanasya (2016).

#### Perceived Organizational Support

Perceived organizational support is the general belief of Bumiayu Hospital employees that their organization values their contributions and cares about their welfare. The indicator used to measure Perceived Organizational Support refers to Welson Valen-tino Setiagne (2015).

#### Motivation

Motivation is a condition that influences to arouse, direct and maintain the behavior of Bumiayu Hospital employees

which is related to the employee performance of Bumiayu Hospital. The indicator used to measure motivation refers to A.A. Anwar Prabu Mangkunegara (2017).

#### Employee performance

Employee performance is the quality and quantity of work achieved by Bumiayu Hospital employees in carrying out their duties in accordance with the responsibilities assigned to them. The indicators used to measure employee performance refer to A.A. Anwar Prabu Mangkunegara (2017).

#### Data and Sample Collection Techniques

Data collection techniques in this study were obtained directly from filling out questionnaires given to respondents and through literature studies. The sample in this study were 120 employees of Bumiayu Hospital. In this study, the following formula can be used:

$$n = \frac{z^2}{4 (Moe)^2}$$

$$n = \frac{1,96^2}{4 (0,1)^2} = 96,04$$

It can be concluded that the sample taken is at least 96 people and this study will take a sample of 120 people with the reason to avoid the existence of less significant questionnaire data so that the sample in this study is 120 respondents of Bumiayu Hospital employees.

#### Data analysis technique

This study will use quantitative analysis techniques using Partial Least Square (PLS), through smartPLS software.

#### Data Analysis

To find the results regarding the hypothetical relationship between variables, if you use PLS-SEM software, you must pass the outer model evaluation and the inner model evaluation.

**Table 1**

N=120		Frequency	Percentage	Total%
Gender	Male	52	43.3	43.3
	Female	68	56.7	100
Education	Junior High School	7	5.8	5.8
	Senior High School	17	14.2	20
	Diploma	49	40.8	60.8
	Bachelor	46	38.5	99.3
	Master	1	0.7	100

Note: Two (2) demographic variables are coded in the data as Gender, and Education.

**Table 2**

Variables	Code	Factor Loading				$\alpha$	$\gamma_s$	CR	(AVE)
Leadership	K1	0,779				0,848	0,874	0,891	0,623
	K2	0,827							
	K3	0,661							
	K4	0,871							
	K5	0,793							
Work Environment	LK1	0.716				0,845	0,945	0,897	0,691
	LK2	0.881							
	LK3	0.820							
	LK4	0.630							
Perceived Organizational Support	POS1		0,861			0,913	0,934	0,928	0,617
	POS2		0,745						
	POS3		0,737						
	POS4		0,803						
	POS5		0,747						
	POS6		0,795						
	POS7		0,856						
	POS8		0,729						
Motivation	M1			0,764		0,792	0,799	0,866	0,619
	M2			0,876					
	M3			0,792					
	M4			0,704					
Employee Performance	KK1				0,852	0,898	0,904	0,924	0,709
	KK2				0,853				
	KK3				0,857				
	KK4				0,795				
	KK5				0,851				

Note: K (Leadership), LK (Work Environment), POS (Perceived Organizational Support), M (Motivation) and KK (Employee Performance).

Based on Table 2, it will produce a Validity Test which shows that all indicators have met the research requirements. So, it is stated that all indicators have an

effect on latent variables. Because these results have met the validity and reliability requirements for the research conducted.

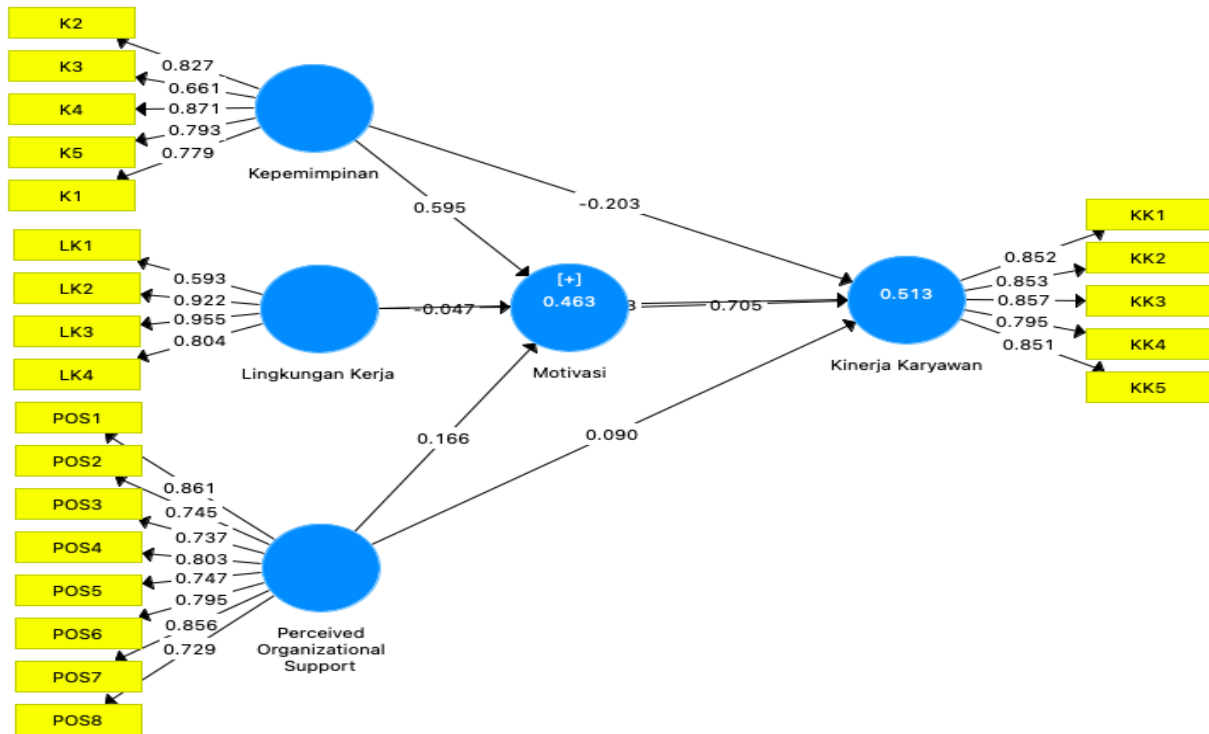


Figure 2. Outer Model Results

Table 3. Results Analysis Description

Indicator	Mean	Category
<b>Leadership</b>		
Bumiayu Hospital leaders and employees have a high sense of friendship.	4,18	High
At Bumiayu Hospital, employees and leaders trust each other.	4,17	High
There is no distance between the leadership and employees of Bumiayu Hospital.	4,00	High
In Bumiayu Hospital, employees and superiors determine a good communication channel.	4,04	High
At Bumiayu Hospital, the leadership outlines the details of the work to their subordinates.	4,05	High
Mean Total	4,09	High
<b>Work Environment</b>		
Facilities for employees at Bumiayu Hospital are good.	4,05	High
Workplace conditions for employees, including me at Bumiayu Hospital, are comfortable.	4,19	High
I always feel safe working at Bumiayu Hospital.	4,18	High
There is no noise in the employee workplace, including mine.	4,07	High
Mean Total	4,12	High
<b>Perceived Organizational Support</b>		
The hospital values employee input or ideas.	4,02	High
The hospital is grateful to the employees if the employees work beyond their assigned duties.	3,77	High
The hospital will pay attention to all complaints from employees then provide solutions.	3,80	High
The hospital cares deeply about employee welfare.	3,82	High
The hospital will notify or reprimand employees if employees do not do a good job.	4,13	High
The hospital pays attention to the comfort of employees in performing tasks.	4,02	High
The hospital pays great attention to employees.	4,08	High
The hospital empathizes with employees when employees are successful in doing work.	4,00	High
Mean Total	3,96	High
<b>Motivation</b>		
Bumiayu Hospital employees, including myself, are responsible for carrying out their duties.	4,77	Very High
Bumiayu Hospital employees carry out their duties with clear targets.	4,35	High
Bumiayu Hospital employees get compensation for the results of their work.	3,93	High



Bmiayu Hospital employees work with the hope of getting the attention of friends and superiors	3,80	High
Mean total	4,21	High
<b>Employee Performance</b>		High
Hospital employees, including myself, produce a quantity of work that matches the target	4,17	High
I always produce a performance that is acceptable to visitors.	4,20	High
I am always on time to complete work.	4,31	Very High
I am always present on time according to office hours.	4,35	Very High
I am able to work together with the team in completing tasks	4,40	Very High
Mean Total	4,29	Very High

Note: Shows a description of the respondent's answer to the variable Leadership, Work Environment, Perceived Organizational Support, Motivation has a high category and a description of the respondent's answer to the Employee Performance variable has a very high category.

**Table 4.** Result of R-Square Value

Variable	Original Sample – R-Square
Motivation	0,463
Employee Performance	0,513

Note: It is known that Job Satisfaction has an R-Square value of > 0.50 which means it is a good model.

**Table 5.** Result of F-Square Value

Variable Motivation	R-Square	F-Square
<i>Included</i>	0,463	0,000
<i>Exclude Leadership</i>	0,316	0,274
<i>Exclude Work environment</i>	0,462	0,002
<i>Exclude Perceived Organizational Support</i>	0,447	0,029

Note: It is known that if the Leadership variable is removed, the influence on the Motivation variable is <0.35 or also has a moderate effect, if the Work Environment variable is removed, the influence on the Motivation

variable is <0.15 or also has a small effect, whereas if the Perceived Organizational Support variable is eliminated, the effect on Motivation variable is <0.35 or also has a moderate effect.

**Table 6.** Result of F-Square Value

Employee Performance Variables	R-Square	F-Square
<i>Included</i>	0,513	0.000
<i>Exclude Leadership</i>	0,499	0,028
<i>Exclude Work environment</i>	0,497	0,032
<i>Exclude Perceived Organizational Support</i>	0,497	0,032
<i>Exclude Motivation</i>	0,246	0,548

Note: It is known that if the Leadership variable is eliminated, the influence on the Employee Performance variable is <0.35 or also has a moderate effect, if the Work Environment variable is removed, the effect on the Employee Performance variable is <0.35 or also has a moderate effect if the Perceived Organizational Support

variable is removed then the effect on Employee Performance variable is <0.35 or also has a moderate effect, whereas if the Motivation variable is removed, then the influence on the Employee Performance variable is > 0.35 or has a large influence.

**Table 7.** Result of Q-Square Value

Variable	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
Motivation	480,000	351,277	0,268
Employee Performance	600,00	392,263	0,346

Note: It is known that the Motivation and Employee Performance variables have Q-Square values of 0.268 and 0.346 which indicate that the Q-Square value is > 0. So, it shows that the dependent variable has predictive

relevance or explains that the independent variable has predictive relevance to the dependent variable being affected.

**Table 8.** Path Coefficient Results

Variable	Original Sample (O)	T statistic	P Values	Notes
Leadership -> Employee Performance	-0,203	1,640	0,100	Not significant
Leadership -> Motivation	0,595	5,923	0,000	Significant
Work Environment -> Employee Performance	0,178	1,913	0,056	Significant
Work Environment -> Motivation	-0,047	0,424	0,672	Not significant
Motivation -> Employee Performance	0,705	8,104	0,000	Significant
Perceived Organizational Support -> Employee Performance	0,090	1,055	0,292	Not significant
Perceived Organizational Support -> Motivation	0,166	1,869	0,062	Significant

Note: If based on the value of T-statistics, the terms of T-statistics are > 1.65 (significance level of 10%) and the value of a P-value must be less than 0.10 to conclude that

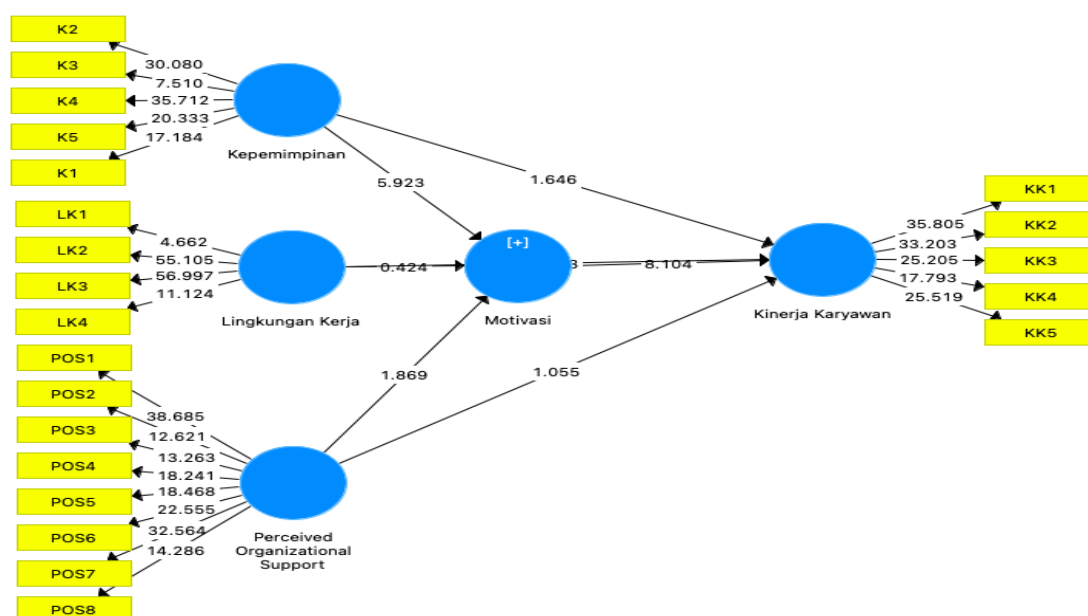
the relationship between the variables being tested is declared to have a significant effect. significant.

**Table 9.** Specific Indirect Effect

Variable	Original Sample (O)	T statistic	P Values	Notes
Leadership -> Motivation -> Employee Performance	0,419	4,410	0,000	Significant
Work Environment -> Motivation -> Employee Performance	-0,033	0,422	0,674	Not significant
Perceived Organizational Support -> Motivation -> Employee Performance	0,117	1,865	0,063	Significant

Note: If based on the value of T-statistics, the terms of T-statistics are > 1.65 (significance level of 10%) and the value of a P-value must be less than 0.10 to conclude that

the relationship between the variables being tested is declared to have a significant effect. significant.


**Figure 3.** Inner Model Results

## RESULTS AND DISCUSSION

### Discussion

#### Leadership on Motivation

Based on the results of statistical tests in this study, it shows that leadership has a significant effect on employee motivation in Bumiayu Hospital. The results of the analysis show that the leadership variable on the motivation variable has a T-Statistics of 5,923. So, it is known that Bumiayu Hospital employees can be influenced by

leadership factors in producing or increasing motivation in the individual. Supported by a statement from [Nader's research, \(2019\)](#) that leadership can function in giving influence on certain individuals on achieving the goals of others (subordinates) in an organizational context. Through leadership, a leader of RSUD Bumiayu will seek opportunities, alliances, and approach goals in a proactive manner, so that the leader of RSUD Bumiayu will have a positive effect on RSUD Bumiayu employees, who can

attract support from those with similar needs for achievement. When the employees of RSUD Bumiayu and the leaders of RSUD Bumiayu are in line with the wishes of these employees, they will feel comfortable running the initiative and increase their internal and external motivation. Furthermore, there will be a perception of similarities between the perspectives of RSUD Bumiayu leaders and Bumiayu Hospital employees which will increase trust, communication and improve relationships between them.

#### **Work Environment on Motivation**

Based on the results of statistical tests in this study, it shows that the work environment does not have a significant effect on employee motivation in Bumiayu Hospital. The results of the analysis show that the work environment variable on the motivation variable has a T-Statistics of 0.424. So, it is known that Bumiayu Hospital employees cannot be influenced by work environment factors in generating or increasing motivation in the individual. The results of this study are different from the results of previous studies and support the opinion of several theories and research conducted by [Audrey Josephine et al, \(2017\)](#) which concluded that the work environment affects work motivation. Basically, a good work environment is not able to increase motivation, including the employees of Bumiayu Hospital. This is proven by the results of the discussion in this study that the work environment does not have a positive effect on motivation at Bumiayu Hospital. This can happen when Bumiayu Hospital is not yet fully able to create an appropriate environment and the Bumiayu Regional Hospital manager is also less responsible for ensuring that the work environment is formed consistently and in accordance with the new skills and knowledge obtained by Bumiayu Hospital employees to be applied to the workplace. So that the work environment cannot trigger work motivation for Bumiayu Hospital employees.

#### **Perceived Organizational Support on Motivation**

Based on the results of statistical tests in this study, it shows that Perceived Organizational Support has a significant effect on the motivation of employees of Bumiayu Hospital. The results of the analysis show that the variable perceived organizational support to the motivation variable has a T-Statistics of 1.869. So that it is known that Bumiayu Hospital employees can be influenced by perceived organizational support in producing or increasing motivation in the individual. In accordance with the statement of [Hakkak et al., \(2014\)](#) which defines perceived organizational support as a kind of cooperation or form of support needed to do work effectively, and perceived organizational support is social, not just a psychological process that is meant through information obtained by employees from the social environment. they. Through this form of support or collaboration, it will influence Bumiayu Hospital employees in the process of motivating themselves. Bumiayu Hospital employees will feel that their organization is more supportive of them, meets their socio-emotional and material needs and also cares about the welfare of Bumiayu Hospital employees, as a result they tend to be more involved in motivation to do the job properly.

#### **Leadership on Employee Performance**

Based on the results of statistical tests in this study, it shows that leadership has no significant effect on the employee performance of Bumiayu Hospital. The results of the analysis show that the leadership variable on the employee performance variable has a T-Statistics of 1.640.

So, it is known that Bumiayu Hospital employees cannot be influenced by leadership factors in producing or improving an employee's performance in the individual. The results of this study are different from the results of research conducted ([Any Isvandari & Agus Al Idris 2018](#)) which states that leadership has a positive effect on employee performance. In this study, Bumiayu Hospital employees can achieve their performance well without being influenced by leadership factors. This can occur because the performance of Bumiayu Hospital employees has been influenced by motivational factors and the work environment. In cases like this, the success of managers in influencing their employees is not very visible, so it can be stated that managers are still not successful in carrying out their leadership duties related to improving the performance of employees of Bumiayu Hospital.

#### **Work Environment on Employee Performance**

Based on the results of statistical tests in this study, it shows that the work environment has a significant effect on the employee performance of Bumiayu Hospital. The results of the analysis show that the work environment variable on the employee performance variable has a T-Statistics of 1.913. So that it is known that Bumiayu Hospital employees can be influenced by work environment factors in producing or improving an employee's performance in the individual. Supported by research from [Anitha \(2014\)](#) which emphasizes that the work environment has a significant effect on employee performance. A conducive work environment will provide a sense of security and allow Bumiayu Hospital employees to work optimally. The work environment can also affect the emotions of Bumiayu Hospital employees. Bumiayu Hospital employees are known to have liked the work environment where they work, so Bumiayu Hospital employees will feel comfortable working in that place, doing their activities so that their working time can be used effectively. Productivity will be high and automatically the employee performance of Bumiayu Hospital will be high.

#### **Perceived Organization Support on Employee Performance.**

Based on the results of statistical tests in this study, it shows that Perceived Organization Support has no significant effect on the employee performance of Bumiayu Hospital. The results of the analysis show that the variable perceived organization support for employee performance variables has a T-Statistics of 1.055. So, it is known that Bumiayu Hospital employees cannot be influenced by perceived organization support factors in producing or improving an employee's performance in the individual. In this study, the results of the analysis were different from previous research, namely, research conducted by [Delvin Alexander Gunawan et al, \(2018\)](#) which stated that perceived organizational support had a significant effect on performance. Perceived organizational support as a kind of cooperation or form of support needed to do work effectively. In this regard, if the Bumiayu Hospital employees consider organizational support to be very beneficial for him, it is likely that the Bumiayu Hospital employees will reciprocate with more enthusiasm for work. But in this study, Bumiayu Hospital employees perceive different things. Bumiayu Hospital employees without organizational support can make them enthusiastic at work and they can still improve their performance to be higher. This can occur because the performance of Bumiayu Hospital employees has been influenced by motivational factors and the work environment.

**Leadership on Performance Through Motivation**

Based on the results of statistical tests in this study, it shows that leadership has a significant effect on the employee performance of Bumiayu Hospital through motivation. The results of the analysis show that the variable of leadership on employee performance through motivation has a T-Statistics of 4,410. So that it is known that the performance of Bumiayu Hospital employees can be influenced by leadership factors through the motivation they have generated or improved. The results of the analysis also show that these results include full mediation. Because it is known that the direct influence of leadership on employee performance has no significant effect. Supported by a statement from [Nader, \(2019\)](#) which states that there are at least two main influences that affect individual performance in their environment. These influences include, the type of leadership that is, and personal motivation. When Bumiayu Hospital employees are led by leaders who can maintain trust and respect with integrity in their relationships with employees, it is likely that Bumiayu Hospital employees' innate psychological needs will be met. Because these leaders are more likely to maintain intrinsic motivation through feelings of care, security, and connectedness by offering employees opportunities to expand their abilities. Through the ability of Bumiayu Hospital employees, it will be seen the results of the influence of the leader in influencing motivated employees. The form of the results will be in the form of an employee performance at Bumiayu Hospital with a level that is in accordance with the organizational cognitive goals.

**Work Environment Towards Employee Performance Through Motivation**

Based on the results of statistical tests in this study indicate that the work environment does not have a significant effect on the employee performance of Bumiayu Hospital through motivation. The results of the analysis show that the work environment variable on employee performance through motivation has a T-Statistics of 0.422. So, it is known that the employee performance of Bumiayu Hospital cannot be influenced by work environment factors if through the motivation they have generated or improved. The results of this study are different from research conducted by [Ferry Moulana, et al \(2017\)](#), which states that the work environment has an indirect influence on employee performance through work motivation. Thus, this study shows that a good work environment will improve employee performance without having to be motivated first. The behavior and attitudes of Bumiayu Hospital employees can be described through a performance. This will relate to the occurrence of psychological changes due to things experienced at work or in certain circumstances that must be continuously demonstrated by the organization, including work burnout, monotonous work and fatigue. Meanwhile, if the employees of Bumiayu Hospital can achieve their performance through the work environment without having to be motivated first, it means that the work environment of Bumiayu Hospital employees does not make them feel bored, work monotonous and tired. So that Bumiayu Hospital employees do not need to be motivated first.

**Perceived Organizational Support on Employee Performance Through Motivation**

Based on the results of statistical tests in this study, it shows that Perceived Organizational Support has a significant effect on the employee performance of Bumiayu Hospital through motivation. The results of the

analysis show that the variable perceived organizational support on employee performance through motivation has a T-Statistics of 4,410. So that it is known that the performance of Bumiayu Hospital employees can be influenced by perceived organizational support through the motivation they have generated or improved. The results of the analysis also show that these results include full mediation. Because it is known that the direct influence of perceived organizational support on employee performance has no significant effect. This research is in line with that conducted by [\(Bantilan, 2017\)](#) which states that work motivation mediates the relationship between perceptions of organizational support on performance. Through perceived organizational support, it will form a support that can help form motivation in Bumiayu Hospital employees. Bumiayu Hospital employees positively view the organization as helpful and supportive and are usually highly motivated to take on some aspect of their role at work. Furthermore, the organization will note that employees of Bumiayu Hospital who at one time received moral, financial or emotional support from there tended to be more motivated than those who had negative perceptions of organizational support because they were attracted to the job. So that they will be motivated to produce better work results than before, and thus they can improve their performance well.

**Motivation on Employee Performance**

Based on the results of statistical tests in this study, it shows that motivation has a significant effect on the employee performance of Bumiayu Hospital. The results of the analysis show that the motivation variable on the employee performance variable has a T-Statistics of 8,104. So that it is known that Bumiayu Hospital employees can be influenced by motivated factors in producing or improving an employee's performance in the individual. Supported by a statement from [Sandhu et al., \(2017\)](#) which states that one of the strategies to achieve higher goals and development is motivation. Bumiayu Hospital employees will be motivated to provide quality and effective services, which means that motivation is a key factor for progress in an institution or organization. In-depth knowledge of motivation and its meaning is essential for the success of the organization. So that motivating Bumiayu Hospital employees is very important for the achievement of organizational goals through high employee performance results, which can produce the right quality of work.

**CONCLUSIONS AND RECOMMENDATIONS****Conclusions**

Based on the research and discussion that has been carried out and analyzed, it is concluded that leadership has a significant effect on employee motivation of Bumiayu Hospital, the work environment has no significant effect on employee motivation in Bumiayu Hospital, Perceived Organizational Support has a significant effect on employee motivation of Bumiayu Hospital, leadership has no significant effect. Bumiayu Hospital Employee Performance, Work Environment has a significant effect on Bumiayu Hospital Employee Performance, Perceived Organization Support has no significant effect on Bumiayu Hospital Employee Performance, Leadership has a significant effect on Bumiayu Hospital Employee Performance through Motivation, Work Environment has no significant effect on Bumiayu Hospital Employee Performance through Motivation, Perceived Organizational Support has a significant effect on the Employee Performance of Bumiayu Hospital through motivation, and motivation has a significant effect on



performance. Bumiayu Hospital employees. According to Wardani & Eliyana, (2020) performance can be defined as productivity which states a quality, quantity, and contribution of work. When productivity is high, the overall performance in the organization will also be high. To establish the quality, quantity, and contribution of work requires attention to other aspects related to their effect on improving employee performance. This can be done by paying attention to aspects of leadership, work environment, perceived organizational support, and motivation, all of which aim to increase the ability of the organization to achieve its goals through employee performance. Thus, the problems contained in Bumiayu Hospital can be resolved slowly through better employee performance in producing better quality work, not only that but employees will still feel positive because they still feel psychological well-being.

### Recommendations

The results of this study can be used as recommendations by company management regarding the influence of leadership, work environment and perceived organizational support on employee performance with work motivation as a mediating variable. This can affect employee performance so that it is maintained and stable, so that Bumiayu Hospital employees can work safely and comfortably through a work environment that is well cared for, and in creating work results with good quality employees still feel welfare for their psychology. In addition, seen through the average result on the employee performance variable, the lowest is 4.17 and this means that employees say that the employees at Bumiayu Hospital produce a work quantity that is in accordance with the target. Although it is still in the high category, these results show the smallest average. So that employees at Bumiayu Hospital are advised to pay more attention to aspects that can influence them in improving their performance, especially in producing the quantity of work that is on target. Because the performance of Bumiayu Hospital employees can influence or help the organization to be efficient and effective in achieving its goals.

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