

THE EFFECT OF LEADERSHIP ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE MOTIVATION IN PRIMARY AND PRIVATE DENTAL CLINICS IN JAKARTA

Fitrani Rospita, Andreas Wahyu Gunawan

Faculty of Economics and Business, Universitas Trisakti
fitranirospita11@gmail.com

ABSTRACT

In the midst of today's new normal era, the world economy has become very competitive. Many companies are competing to create innovations and make modifications to produce the best service to be provided, especially in the health sector. Health services in the new normal era like today need adaptation in providing services to the community, especially at dental clinics. This study aims to test and analyze "The Influence of Leadership and Employee Motivation on Employee Performance" The sample used in this study was 150 respondents who worked at the Main and Private Dental Clinic Companies. Testing was carried out using SEM analysis. The results of this study support the hypothesis that Leadership has a positive influence on Employee Motivation, Employee Motivation has a positive effect on Employee Performance, Leadership has a positive influence on Employee Performance with Employee Motivation as a mediating variable. This research has implications for the owner and management of the Main Dental Clinic and Personal to improve Employee Performance by paying attention to and increasing Employee Motivation and Leadership, so that in the end it can affect Employee Performance.

Keywords: Leadership, Employee Motivation, Employee Performance

This article is licensed under [CC BY-SA 4.0](https://creativecommons.org/licenses/by-sa/4.0/) 

INTRODUCTION

In the midst of today's new normal era, the world economy has become very competitive (Surodjo et al., 2022). Many companies are competing to create innovations and make modifications to produce the best service to be provided, especially in the health sector (Hausman & Johnston, 2014). Health services in the new normal era like today need adaptation in providing services to the community, especially at dental clinics. According to the Ministry of Health, efforts are needed to adjust dental and oral health services to prevent the transmission of Covid-19 in order to save the lives of patients and dentists. Thus, many aspects become operational and non-operational challenges that need to be considered for leaders and employees. The importance of cooperation and good relationships between leaders and employees in an effort to maintain health facilities to survive and continue to provide the best service. Company leaders must be very concerned about what their employees need, such as Employee Motivation because it will affect the quality and Employee Performance of them in the dental clinic, and ultimately will also have an impact on the quality and image of the dental clinic. Good and positive leadership will also greatly determine independence and will encourage employees to innovate freely and broadly, so that in the work environment will create a personality of work spirit in employees who show a proactive attitude and are willing to take risks in business. This is very important, because company leaders must have the ability to run the company by utilizing the resources they have (Kyal et al., 2022).

Leadership

A leader is an individual who can effectively lead a group of individuals and turn them into a team to achieve the goals of the company. In general, Leadership can be defined as the capacity to direct, guide, or influence (Mathews et al., 2022). Meanwhile, based on other research, a leader must consider the role of employees and their perception of the role of a leader. So Leadership is a joint process and cooperative task set by the leader and all aspects of the company (Ali et al., 2022). Leaders need to have a well-structured and neat leadership spirit so that employees more easily achieve success and can complete their work well (Willermark & Islind, 2022).

Employee Performance

Employee Performance is one of the factors in the success and success of a company. Employee Performance is defined as the ability of employees to realize company goals that have been set, both in the form of products and services provided. This is very important for the sustainability and success of the company (Arraya, 2022). Employee Performance is one of the five categories in evaluating the leadership of a company. This is an important benchmark because Employee Performance is an attitude or result described by employees and all layers of the company from how or the leader's style in leading the company.

Employee Motivation

Employee Motivation is the result of interaction between employees within the company. Employee Motivation focuses on the willingness and enthusiasm of employees to behave positively within the company. This can be judged by the magnitude of innovation of employees within the company and will ultimately affect Employee Performance (Adiguzel & Sonmez Cakir, 2022). According to Self-Determination Theory (SDT), Employee Motivation is a positive attitude from the results of meeting three basic human psychological needs, namely: autonomy, competence, and relatedness. That way, employees will be optimally motivated and prosperous while working within the company (Forner et al., 2020).

H1: Leadership has a positive influence on Employee Motivation.

Previous research by Ludwikowska (2022), revealed that there is a significant positive impact between Leadership and Employee Motivation. The research was conducted on 263 organizations based in Poland. In line with this research, Kurian & Nafukho (2022) also conducted research in the hotel industry and produced data that Leadership has a significant positive effect on organizational justice, which includes Employee Motivation.

H2: Employee Motivation has a positive influence on Employee Performance.

Based on research conducted by Adiguzel and Cakir (2022), in the automotive spare parts sector in Turkey, it was found that there is a significant positive influence between Employee Motivation and Employee Performance. In his research on 51 company leaders, Forner et al (2020), also mentioned that the results of a deeper study related to Employee Motivation indicators showed a significant positive relationship with Employee Performance.

H3: Leadership has a positive influence on Performance with Employee Motivation as a mediation variable.

Bassani et al (2021) in their research conducted on leaders of construction companies in Southern Europe stated that with the right leadership style will encourage employees to produce

good company outcomes. In this case, company outcomes are interpreted as Employee Performance. The encouragement given by company leaders to employees is another term for Employee Motivation. In addition Kyal, et al. (2021) in their research revealed that one of the indicators that affect Employee Performance is Employee Motivation.



METHOD

Data Resources

Data collection in this study was carried out by distributing questionnaires to medical and non-medical personnel at the Main and Private Dental Clinics totaling 150 respondents. Sampling is carried out by census techniques, namely sampling techniques by taking the entire population. The data used in this study is primary data, which is data collected directly by researchers to answer problems or research objectives. The characteristics of respondents are based on the general description of respondents which includes the character of the job.

Table 1
Demographic Characteristics of Respondents

| Characteristic | Total (n) | Percentage (%) |
|-------------------|-----------|----------------|
| PROFESSION | | |
| Medical | 71 | 47.3 |
| Non-Medical | 79 | 52.7 |
| Total | 150 | 100.0 |
| Age | | |
| > 30 years | 44 | 29.3 |
| 20-25 years | 24 | 16.0 |
| 26-30 years | 82 | 54.7 |
| Total | 150 | 100.0 |
| Gender | | |
| Man | 66 | 44.0 |
| Woman | 84 | 56.0 |
| Total | 150 | 100.0 |

| | | |
|-----------------------|-----|-------|
| Length of Work | | |
| < 5 years | 58 | 38.7 |
| > 10 years | 42 | 28.0 |
| 5-10 years | 50 | 33.3 |
| Total | 150 | 100.0 |
| Education | | |
| D3 | 54 | 36.0 |
| S1 | 96 | 64.0 |
| Total | 150 | 100.0 |

Source: SPSS version 22.0

Based on the table above, respondents in this study were categorized into two categories based on their occupational profession, where the majority were non-medical, which included management and receptionists with a total of 79 people (52.7%) and the rest were medical professions, which included dentists and dental nurses with a total of 71 people (47.3%). Most respondents are aged 26-30 years, namely as many as 82 people (54.7%), followed by respondents aged > 30 years with a total of 44 people (29.3%), and respondents aged 20-25 years as many as 24 people (16%). Most respondents were women, 84 people (56%). Male respondents in this study amounted to 66 people (44%). most respondents have an S1 education background, which is 96 people (64%). The rest were respondents with D3 education backgrounds, which were 54 people (36%). most of the old respondents worked at Dent Smile Dental Clinic and Jalakanya Dental Clinic for < 5 years, which was 58 people (38.7%). Followed by respondents with a working period of 5-10 years, which is 50 people (33.3%). And the least are respondents with a length of work > 10 years, which is as many as 42 people (28%).

Technique of Collection

The data used in this study are primary data. Data collection is carried out by questionnaire technique, namely by providing written statements to respondents made based on the variables to be studied, as many as 36 items of translated statements from research instruments that have been done previously with slight modifications so that respondents understand the statements given are used in this research. Previously, a pilot study was conducted to determine the validity and reliability of the 36 statement items to be disseminated.

Test Standardize factor loadings Validity

The validity test is used to measure the validity or absence of a measurement indicator or statement in the questionnaire used, which means that it is able to reveal something to be measured. According to Nazir (2019), the basis for making decisions on validity testing with Standardized Factor Loading quoted from Hair Jr et al (2021), is as follows: If the value of the standardized factor loading $< \alpha$ (0.40), then the statement item is considered invalid. If the value of the standard factor loading $> \alpha$ (0.40), then the statement item is considered valid.

Table 2
Confirmatory Factor Analysis for Model Measurement

| Indicators | Standardize factor loadings | Cronbach's alpha |
|---|------------------------------------|-------------------------|
| <i>Leadership</i> | | 0.894 |
| Leaders let me know that my goals and the company's align | 0.804 | |
| The leader explained that my work plays an important role in the effectiveness of the company | 0.783 | |
| My leader gave me the sense that my work was a good fit for the company | 0.823 | |
| I was involved in making some decisions by my leader | 0.889 | |
| My leaders often consult with me in making strategic decisions | 0.839 | |
| My leader asked for opinions on decisions that might affect me | 0.860 | |
| My leader believes that I can handle difficult problems | 0.844 | |
| My leader believes that I have the ability to be better, even if I make mistakes | 0.826 | |
| My leaders expressed confidence in my ability to do work at a high level | 0.883 | |
| My leader allowed me to do my job my way | 0.857 | |
| My leaders make rules simple, so I can work more efficiently | 0.875 | |
| My leaders allow me to quickly make crucial decisions for customer needs | 0.899 | |
| <i>Employee Performance</i> | | 0.902 |
| My leaders give me rewards or appreciation if I can achieve company goals | 0.901 | |
| I feel that the work I do is quality | 0.831 | |
| My performance is regularly evaluated by the leader | 0.902 | |
| I fulfilled my responsibilities within the company | 0.894 | |

The Effect of Leadership on Employee Performance Through Employee Motivation in Primary and Private Dental Clinics in Jakarta

| | |
|---|-------|
| I evaluate my performance | 0.917 |
| I evaluate my shortcomings in my work area | 0.885 |
| It is important to recruit the right employees within the company | 0.820 |
| My career success in the company made me more secure at work | 0.855 |

Employee Motivation

0.939

| | |
|--|-------|
| I am given support in making decisions, one of which is with the latest information system | 0.818 |
| My company does work planning well | 0.818 |
| I am not afraid because I have always had a productive job within the company | 0.872 |
| I am very happy to work in this company | 0.884 |
| I was given the opportunity to express my ideas | 0.902 |
| I was given the opportunity to develop and learn | 0.913 |
| Leaders facilitate activities to increase team cohesiveness | 0.899 |
| I study the character of fellow employees outside the context of work | 0.921 |
| I know the names, hobbies, and skills of my fellow employees | 0.926 |
| My leader supported me to boost my confidence | 0.936 |
| My leaders gave a positive and constructive response | 0.916 |
| I was given space to develop and learn according to my ability | 0.896 |
| My leaders drive innovation within the company | 0.885 |
| My leader discussed with the employee who would be affected by his decision | 0.938 |
| My leader lacked detail in assigning tasks | 0.905 |
| I accept reason in every decision the leader gives | 0.963 |

Reliability Test

Test the reliability of each construct used in this study using Cronbach's Coefficient Alpha with the help of SPSS software version 20. According to Sekaran & Bougie (2016), Cronbach's Coefficient Alpha that is quite acceptable is the value of 0.60 or more

The results of validity and reliability tests conducted with Convergent Validity and cronbach's alpha, Standardize factor loadings Validity are as follows:

From the table above, it can be seen that all standardized factor loading values, all data loading values are valid and the values meet the Cronbach alpha so that it can be said to be reliable.

Data Analysis Method

Amos 6.0. According to Ghazali and Fuad (2020), data analysis techniques use *the Structural Equation Model*.

RESULTS AND DISCUSSION

The data analysis method used in this study is *the Structural Equation Model* (SEM) which is run with Amos 6.0 software. According to Ghazali and Fuad (2020), data analysis techniques using the *Structural Equation Model* are carried out to thoroughly explain the relationship between variables in the study. In simple terms, SEM calls for the most suitable and efficient estimation technique for simultaneously estimated multiple regression.

Table 3
Descriptive Statistics

| | N | Mean | Std. deviation |
|-----------------------------|-----|----------|-------------------|
| <i>Leadership</i> | 150 | 4.226658 | 0.76331 |
| <i>Employee Performance</i> | 150 | 4.1750 | 0.79023 |
| <i>Employee Motivation</i> | 150 | 4.274588 | 0.79589 |

N = Number of samples

The table above shows the number of samples, minimum value, maximum value, *mean* value and standard deviation value. The *mean* value shows the average respondent's assessment of the proposed statements, while the standard deviation describes the magnitude of the deviation from the average of the statements submitted in the research questionnaire.

Hypothesis Test Results

After testing Goodness of Fit, it was found that the model was feasible for hypothesis testing. Testing of hypotheses is carried out using the Structural Equation Model (SEM) method. The basis for making a hypothesis test decision is to compare the magnitude of the p-value with the level of significance of 5% (α 0.05). If the p-value is more than α 0.05 then the null hypothesis (H_0) fails to be rejected which means there is no significant effect between the two variables and vice versa if the p-value is lower than α 0.05 then the null hypothesis (H_0) is rejected.

Table 9
Hypothesis Testing Results

| Hypothesis | Coefficient | <i>p-value</i> | Decision |
|--|-------------|----------------|-----------|
| H1: Leadership has a positive influence on Employee Motivation. | 0.686 | 0.000 | Supported |
| Hypothesis | Coefficient | <i>p-value</i> | Decision |
| H2: Employee Motivation has a positive influence on Employee Performance. | 0.175 | 0.005 | Supported |
| Hypothesis | Coefficient | <i>p-value</i> | Decision |
| H3: Leadership has a positive influence on Employee Performance with Employee Motivation as a mediating variable. | 2.522 | 0.011 | Supported |

Hypothesis 1

The sound of the null hypothesis (H_0) and the alternative hypothesis (H_a) are as follows:

H_{01} : Leadership does not have a positive influence on employee motivation.

H_{a1} : Leadership has a positive influence on Employee Motivation.

Based on table 9, Leadership has a significant effect on Employee Motivation. Because the coefficient value is 0.686 and the p-value is 0.000 or less than the error rate ($\alpha = 5\%$) H_{a1} is accepted, meaning that the higher the application of Leadership to employees at Dent Smile Dental Clinic and Jalakanya Dental Clinic, the higher the Employee Motivation will be.

Hypothesis 2

The sound of the null hypothesis (H_0) and the alternative hypothesis (H_a) are as follows:

Ho2: Employee Motivation does not have a positive influence on Employee Performance.

Ha2 : Employee Motivation has a positive influence on Employee Performance

Based on table 9, overall it is known that Employee Motivation has a positive influence on Employee Performance. Because, the coefficient value is 0.175 and the p-value is 0.005 or less than the error rate ($\alpha = 5\%$) Ha2 is accepted, meaning that the higher the Employee Motivation in employees at Dent Smile Dental Clinic and Jalakanya Dental Clinic, the higher the Employee Performance will be.

Hypothesis 3

The sound of the null hypothesis (Ho) and the alternative hypothesis (Ha) are as follows:

Ho3: Leadership has no positive influence on Employee Performance with Employee Motivation as a mediating variable.

Ha3: Leadership has a positive influence on Employee Performance with Employee Motivation as a mediating variable

Based on tabel 9, overall it is known that Leadership has a positive influence on Employee Performance with Employee Motivation as a mediation variable. Because, the coefficient value is equal to and the p-value is 0.011 or less than the error rate ($\alpha = 5\%$) so that Ha4 is accepted, meaning that the more effective the application of Leadership will increase Employee Motivation and can indirectly increase Employee Performance at Dent Smile Dental Clinic and Jalakanya Dental Clinic.

CONCLUSION

Based on the analysis and discussion in research related to the influence of Leadership on Employee Performance through Employee Motivation in the Main and Personal Dental Clinics in Jakarta, it can be concluded that:

1. Leadership has a positive influence on Employee Motivation.
2. Employee Motivation has a positive influence on Employee Performance.
3. Leadership has a positive influence on Employee Performance with Employee Motivation as a mediation variable.

This study was conducted with a total of 150 respondents divided into 2 professional categories, namely medical, which includes dentists and dental and non-medical nurses, which include management and receptionists.

REFERENCES

- Adiguzel, Z., & Sonmez Cakir, F. (2022). Examining the effects of strategic orientation and motivation on performance and innovation in the production sector of automobile spare parts. *European Journal of Management Studies*, 27(2), 131–153.
- Ali, H. E., Schalk, R., & van Engen, M. (2022). Do personal traits of the leader predict differences in leader and subordinate evaluations of leader effectiveness: a study in the banking industry in Ethiopia. *Journal of Management Development*, ahead-of-print.

- Arraya, M. (2022). The relationship between distinctive capabilities system, learning orientation, leadership and performance. *European Journal of Management Studies, ahead-of-print*.
- Bassani, G., Pfister, J. A., & Cattaneo, C. (2021). Management accounting change as an amplifier of a leadership dispute: an ethnography of convergent and divergent leader–follower relations. *Accounting, Auditing & Accountability Journal*, 34(9), 104–134.
- Forner, V. W., Jones, M., Berry, Y., & Eidenfalk, J. (2020). Motivating workers: how leaders apply self-determination theory in organizations. *Organization Management Journal*, 18(2), 76–94.
- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage publications.
- Hausman, A., & Johnston, W. J. (2014). The role of innovation in driving the economy: Lessons from the global financial crisis. *Journal of Business Research*, 67(1), 2720–2726.
- Kurian, D., & Nafukho, F. M. (2022). Can authentic leadership influence the employees' organizational justice perceptions?—a study in the hotel context. *International Hospitality Review*, 36(1), 45–64.
- Kyal, H., Mandal, A., Kujur, F., & Guha, S. (2022). Individual entrepreneurial orientation on MSME's performance: the mediating effect of employee motivation and the moderating effect of government intervention. *IIM Ranchi Journal of Management Studies*, 1(1), 21–37.
- Ludwikowska, K. (2022). Employee-oriented human resource policy as a factor shaping the influence of servant leadership on job performance. *International Journal of Productivity and Performance Management*.
- Mathews, M., Ryan, D., Hedden, L., Lukewich, J., Marshall, E. G., Brown, J. B., Gill, P. S., McKay, M., Wong, E., & Wetmore, S. J. (2022). Family physician leadership during the COVID-19 pandemic: roles, functions and key supports. *Leadership in Health Services*, 35(4), 559–575.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Surodjo, B., Astuty, P., & Lukman, L. (2022). Creative Economic Potential of The Fashion, Crafts and Culinary Sub Sector in The New Normal Era. *Proceedings of the 2nd International Conference on Law, Social Science, Economics, and Education, ICLSSEE 2022, 16 April 2022, Semarang, Indonesia*.
- Willermark, S., & Islind, A. S. (2022). Adopting to the virtual workplace: identifying leadership affordances in virtual schools. *Journal of Workplace Learning, ahead-of-print*.