International Journal of Sciences: Basic and Applied Research (IJSBAR)

ISSN 2307-4531
(Print & Online)

http://gssrr.org/index.php?journal=JournalOfBasicAndApplied

---

# Effect of Leadership, Competency and Work Discipline on Employee Performance in Hospital of Jayapura Provinsi Papua

Rietha Fransisca Marwani Muabuay[a*], A. L. Rantetapang[b], Ruben Tuhumena[c]

**Abstract**

It takes a state apparatus that performs consistently and consistently, clean and responsible, is oriented towards the future and has a spirit of professional service and dedication. RSUD Jayapura as a type B hospital that is currently in the process of accreditation is required to work creatively and independently, accreditation serves as a tool to measure the performance of hospital managers. The purpose of this study is to analyze the influence of leadership, Competence, and Work Discipline on Employee Performance at Jayapura District Hospital of Papua Province. The research method used is quantitative method with linear regression analysis technique with the sample number 95 people using slovin method. Results shows that there is a significant effect of leadership on employee performance, there is a significant influence of competence on employee performance and there is a significant influence of work discipline on employee performance Leadership, competence and work discipline simultaneously affect the performance. Work discipline has a dominant influence on the performance of employees at the Regional General Hospital of Papua Province.

***Keywords:*** Leadership; Competence; Work Discipline; Employee Performance.

## 1. Introduction

Hospital accreditation is the recognition of the hospital provided by the accreditation independent institution established by the minister of health, after it is considered that the hospital meets the applicable hospital service standards to improve the quality of hospital services on a continuous basis (Permenkes No.12 of 2012 on Hospital Accreditation) [1,2].

---

* Corresponding author.

Hospitals must make accreditation in an effort to improve the quality of service regularly every 3 (three) years. It is stated in Act No. 44 of 2001 on Hospital, article 40 paragraph 1, states that, in an effort to improve the quality of hospital services, it should be accredited periodically at least 3 (three) years. Accreditation is mandatory for all hospitals, both public / government hospitals and private / private hospitals / BUMNs [3].

Data from KARS (Hospital Accreditation Commission) in 2015 was recorded 284 nationally accredited hospitals from 2,415 registered hospitals in Indonesia. The number of unaccredited hospitals is 2,131 hospitals so that a new proportion of 11.75% hospitals are accredited in Indonesia. Therefore, the commitment of the leadership and support of all human resources in the hospital also has an important role in achieving success. Currently many hospital leaders who consider that the accreditation is just the achievement of the hospital's graduation status and improve the prestige of the hospital when it gets an accreditation certificate So often ignore the process in achieving graduation. It is expected that through the hospitalization process the acre will be able to (1) Improve public confidence that hospitals emphasize, aim at patient safety and quality of service, (2) Provide safe and efficient working environment so that staff feel satisfied, (3) Listen to patients and their families Respect for their rights, and engage them as partners in the service process, (4) create a learning culture from the patient's safety incident report, (5) build leadership that prioritizes cooperation, this leadership sets priorities for and for the sustainability of leadership To achieve patient quality and safety at all levels [4]. RSUD Jayapura as a type B hospital that is currently in the process of accreditation is required to work creatively, independently, and able to provide satisfaction for the users of his services in this case is the community. Hospitals that have been accredited, received recognition from the government that everything in it is in accordance with the standards. Accreditation can be said to function as one of the promotional tools for hospital owners, accreditation serves as a tool to measure the performance of hospital managers.

In general, services should be prompt, precise, meticulous and professional in terms of service to the community, with satisfactory results is the desire of all people to get health care in hospitals, especially in emergency department [5]. Many problems that can be by the patient or family (introduction) in getting services at the emergency department so that IGD RSUD Jayapura which is often the public spotlight. Because the patient is often ignored and not infrequently ends in death. One public spotlight quoted from Cenderawasih Post newspaper Friday 07 July 2017, Jayapura Hospital Full, Patient complained. No longer available bed in the ER and treatment of RSUD Jayapura complained of patient families who came to take their families to get treatment at referral hospitals National. Doctors on duty advise to take the patient to another hospital because the whole room is full, whereas patient and family have been waiting for an hour. Based on the description of the above problem, the researcher is interested to study scientifically about: 'The influence of Leadership, Competence and Work Discipline on Employee Performance at Jayapura Regional General Hospital of Papua Province ".

## 2. Materials and Methods

### *2.1 Research Design*

This research is designed using descriptive research type with quantitative approach, that is a method in researching the status of a group of people, an object, a condition, a condition condition, a system of thought or

a class of events in the present. Causal associative research is a study that aims to determine the effect between two or more variables [6]. This research explains the influence and influence relationships of the variables to be studied. This study analyzes the influence of leadership style, competence and work discipline on employee performance.

### *2.2 Location and Time of Research*

Place of study, conducted at Jayapura Regional General Hospital of Papua Province. With a research time of approximately 1 month in June 2017.

### *2.3 Population and Sample*

Population is the whole of the characteristics or unit of measurement results that become the object of research [7,8]. Population in this research is employees at RSUD Jayapura as many as 1.144 employees. Sampling technique in this research using Sampling Nonprobabilitas Technique, sample selection by purposive sampling that is direct appointment of respondent according to requirement of research. In this study who became respondents or samples are all employees of the Regional General Hospital without distinguishing the status of employment. In determining the sample size using an empirical formula, ie; The Taro Yamane or Slovin formula in [8] written as:

$$n = \frac{N}{N.d^2 + 1}$$

Where :

N = Number of samples

N = Population

D2 = Precision (10% set with 95% confidence level)

Based on the above formula, then to calculate the number of samples from the population of 1,144 employees in Jayapura District Hospital, the error rate is 10%, and the difference between the expected number of samples and the occurrence = 10% (0.1) is:

$$n = \frac{N}{N.d^2 + 1}$$

$$n = \frac{1.144}{1.144.0,1^2 + 1}$$

$$n = \frac{1.144}{11+1} = \frac{1.144}{12} = 95{,}33 \text{ round up to } 95$$

So for a population of 1,144 employees with a 10% error rate, the sample size is 95 people.

### *2.1 Types and Data Sources*

A. Primary data,

According to Algifari [9], the primary data is data obtained directly from the original source (without going through intermediaries), ie data obtained from the research object in this case the General Hospital of Jayapura Region. Primary data that exist in this research is questionnaire data.

B. Secondary Data,

Ie data obtained indirectly, eg through intermediate media (obtained and recorded by other parties) or from various sources outside of the research object (such as literature, literature review and other written materials that are sources of supporting data). Secondary data obtained from the documents or in the form of reports that exist in Jayapura Regional General Hospital.

### *2.2 Data Collection Techniques*

To obtain data in this study, used Some data collection techniques are as follows:

Field Studies

A) Observation, is a research method where the researcher conducted a direct observation on the object of research (Jayapura Regional General Hospital).

B) Questionnaire, is a method of data collection conducted by giving questions to respondents with a questionnaire guide. In this study, the answers given by the respondents were then scored with reference to the Likert scale. Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena With this scale, researchers can find out how the response given by each respondent. The score score / weight based on Likert scale on each question as follows:

A) Answer SS (Strongly Agree) value / score = 5

B) Answer S (Agree) value / score = 4

C) Answer N (Neutral) value / score = 3

D) Answer TS (Disagree) value / score = 2

E) STS Answer (Strongly Disagree) value / score = 1

Library Studies, data collection techniques conducted by reading books, literature, references that have to do with the subject matter of research being conducted.

## 3. Results and Discussions

### *3.1 Description of Respondent's Characteristics*

Descriptive analysis was conducted on the characteristics of respondents by sex, education, age, and years of service. The desktiption referred to can be seen in the table as follows.

**Table 1:** Description of Respondents by Sex, Education, Age and Work Period

| Respondent Characteristics | | Number (person)) | Persentase (%) |
|---|---|---|---|
| I. | Sex | | |
| | 1. male | 43 | 45,26 |
| | 2. female | 52 | 54,74 |
| | Number | 95 | 100,00 |
| II. | Education | | |
| | 1. Master (S2) | 6 | 6,32 |
| | 2. bachelor (S1) | 37 | 38,95 |
| | 3. Diploma | 32 | 33,68 |
| | 4. high school | 20 | 21,05 |
| | Number | 95 | 100,00 |
| III. | Age | | |
| | 1. 21 s/d 34 year | 55 | 57,89 |
| | 2. 35 s/d 45 year | 25 | 26,32 |
| | 3. 46 s/d 56 year | 15 | 15,79 |
| | Number | 95 | 100,00 |
| IV. | Working period | | |
| | 1. 0 s/d 5 year | 13 | 13,68 |
| | 2. 6 s/d 25 year | 60 | 63,16 |
| | 3. > 25 year | 22 | 23,16 |
| | Number | 95 | 100,00 |

Table 1. shows that the number of female respondents dominates the research sample is 54,74% and the male respondent is only 45,26%. Based on education, it appears that 75 respondents or 78.95% are college graduates, while the remaining 21.05% are high school graduates. According to age, it can be said that 80 respondents or

84.21% are in a very productive age range that is between 21 - 45 years. While according to the working period, the research sample is dominated by respondents group with a working period of more than 6 years as many as 82 respondents or 86.32%. In accordance with previous research on source and material management of diktat [10,11].

B.2. Test Instrument Research

B.2.1. Validity test

The validity test is intended to ensure that the research instrument measures what it wants to measure. Testing the validity is done by correlating the respondent's answer to each statement with the total value of the answer. Hair and his colleagues (2002) states that if the correlation coefficient between the score of an item statement with the total score of all items greater 0.30) then the item of the research instrument is valid.≥than 0.30 (r The result of validity test of leadership variables, competence, work discipline, and performance can be seen in the following table.

**Table 2:** Validity Test of Research Variables

| Indicator | Coefisien | Remark | Indicator | Coefisien | Remark |
|---|---|---|---|---|---|
| X1.1 | .747 | Valid | X3.1 | .762 | Valid |
| X1.2 | .681 | Valid | X3.2 | .822 | Valid |
| X1.3 | .618 | Valid | X3.3 | .794 | Valid |
| X1.4 | .575 | Valid | X3.4 | .716 | Valid |
| X1.5 | .565 | Valid | X3.5 | .732 | Valid |
| X1.6 | .503 | Valid | X3.6 | .719 | Valid |
| X2.1 | .737 | Valid | Y1 | .769 | Valid |
| X2.2 | .711 | Valid | Y2 | .627 | Valid |
| X2.3 | .690 | Valid | Y3 | .698 | Valid |
| X2.4 | .566 | Valid | Y4 | .703 | Valid |
| X2.5 | .619 | Valid | Y5 | .703 | Valid |
| X2.6 | .582 | Valid | Y6 | .714 | Valid |

Table 2 shows that the Pearson correlation coefficient value for all items ranges greater than 0.30, so it can be said that the whole item of statement on the research questionnaire is valid, so that the data obtained through the questionnaire can be used for further analysis.

B.2.2. Test Reliability

The reliability test is intended to determine the degree of consistency of the research instrument [12,13]. The research instrument is considered consistent or reliable if the value of cronbach alpha is equal to or greater than 0.60. The results of calculation of reliability test of leadership variables, competence, work discipline, and performance can be seen in the following table.

**Table 3:** Reliability Test of Research Variables

| Indicator | Coefisien | Remark | Indicator | Coefisien | Remark |
|---|---|---|---|---|---|
| X1.1 | .697 | Reliabel | X3.1 | .830 | Reliabel |
| X1.2 | .710 | Reliabel | X3.2 | .806 | Reliabel |
| X1.3 | .719 | Reliabel | X3.3 | .814 | Reliabel |
| X1.4 | .724 | Reliabel | X3.4 | .836 | Reliabel |
| X1.5 | .728 | Reliabel | X3.5 | .828 | Reliabel |
| X1.6 | .735 | Reliabel | X3.6 | .832 | Reliabel |
| X2.1 | .656 | Reliabel | Y1 | .729 | Reliabel |
| X2.2 | .669 | Reliabel | Y2 | .769 | Reliabel |
| X2.3 | .668 | Reliabel | Y3 | .758 | Reliabel |
| X2.4 | .711 | Reliabel | Y4 | .773 | Reliabel |
| X2.5 | .691 | Reliabel | Y5 | .749 | Reliabel |
| X2.6 | .726 | Reliabel | Y6 | .750 | Reliabel |

Table 3 above shows that the cronbach alpha value of the overall item of the research statement on the questionnaire is greater than 0.60, thus the whole item statement is reliable, so the data obtained through the questionnaire can be used in further tests.

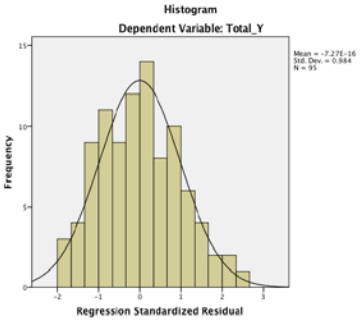
A.3. Classic assumption test

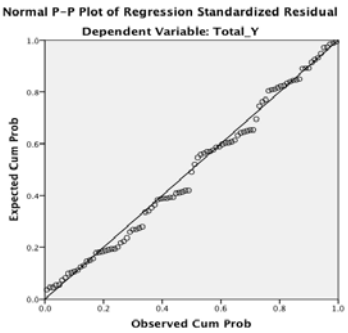
Research on perceptions that use more than one independent variable requires a classical assumption test to ensure that the data used are normally distributed and between free variables do not affect each other. The classical assumption test in this study includes normality test, multicolinearity test, heteroscedasticity test, and autocorrelation test.

A.3.1. Normality test

Normality test using a normal curve assuming that the normal bell curve apabils and dots are around the diagonal line then it is concluded that the data is normally distributed.

The results of calculations using SPSS can be seen in Figures 1 and 2 as follows.




**Figures 1,2:** above show that the data is normally distributed so that further tests can be performed.

B.3.2. Multicollinearity Test

Multicollinearity test in this study using variance inflation factor or VIF, provided that if the coefficient value of variance inflation factor is smaller than 10 means there is no multicollinearity or influence between the free variables. The result of coefficient of variance inflation factor variable of leadership, competence, and work discipline can be seen in following

table.

**Table 4:** Coefficient of Variance Inflation Factor / VIF

| Variabel | Tolerance | VIF |
|---|---|---|
| Leaderships (X1) | .880 | 1.137 |
| Competence (X2) | .828 | 1.208 |
| Working discipline (X3) | .762 | 1.312 |

Table 4 above shows that the coefficient of Variance Inflation Factor variable of leadership, competence, and work discipline is less than 10. Thus it can be concluded that there is no mutual influence between independent variables of leadership, competence, and work discipline. Or in other words can be mentioned that there is no multicolinearity gejalah in this penelitin.

B.3.3. Test Heteroskesdastisitas

The heteroscedasticity test in this study used a scatterplot diagram with the assumption that if the data plots spread randomly and there was no clear pattern or did not form a certain pattern, then this means that the variance of all independent variables is not significantly different.

Figure 3 Scatterplot

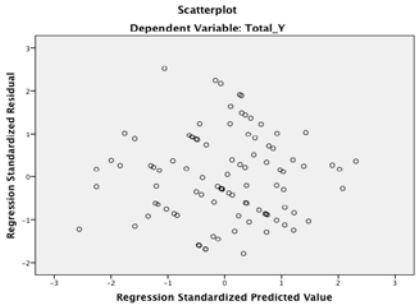



**Figure 3:** above shows that there is no pattern formed in the scatter plot and spreading points randomly around zero, hence it can be concluded that there is no heteroscedasticity. Or in other words it can be said that the variance of one observation's residual to another observation of the tested independent variable is the same or homoskedastic.

A.3.4. Test Autocorrelation

To detect autocorrelation can be seen in the tables of critical values of the Durbin-Watson statistical test. The autocorrelation criteria can be described as follows.

Figure 4 Autocorrelation Criteria

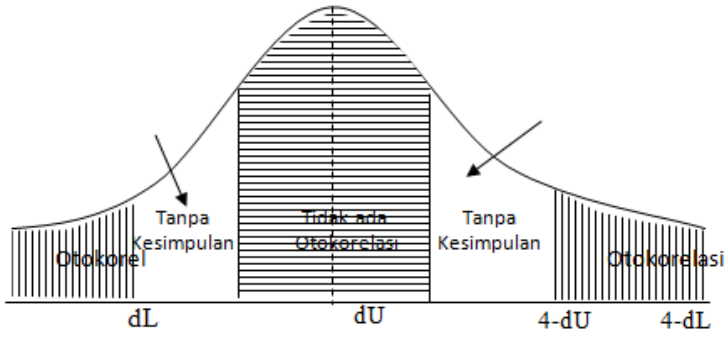



**Figure 4:** Autocorrelation Criteria According Durbin-Watson Furthermore, to determine the

presence or absence of outocorrelation in this study, then tested with the help of SPPS 21.0 program. As it is known that for n = 95 and k = 3, the Durbin-Watson value in the D-W table is dL = 1.6015 and dU = 1.7316. Thus 4 - dU = 2.2684 (4 - 1.7316), and 4 - dL = 2.3985 (4 - 1.6015). The results show that the critical values of

the Durbin-Watson test statistic for n = 95 and k = 3, are 1.786. Durbin-Watson coefficient results are between the values of 1.7316 and 2.2684 or are in the area there is no autocorrelation

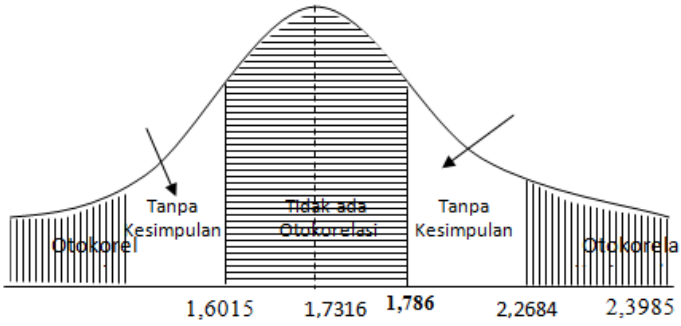



**Figure 5**

Thus it can be concluded that there is no autocorrelation in this research data. The results of the classical assumption test include; Normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test show the result according to the required provisions, it can be said that the data collected by using questionnaire can be used for further quantitative analysis.

## 4. Conclusion

1. Respondents perceive the whole item of the leadership variable is good because it is in a positive area.

2. Respondents perceive the entire item of the competency variable is good because it is in a positive area.

3. Respondents perceive the whole item from work discipline variable is good because it is in positive area.

4. Respondents perceive the entire item of the performance variable is good because it is in a positive area.

5. Leadership has a significant and positive impact on employee performance. That is, the better leadership can improve employee performance.

6. Competence has a significant and positive effect on employee performance. This means that the better the competency can improve employee performance.

## References

[1] PP, Peraturan Pemerintah Nomor 46 Tahun 2011 tentang Penilaian Prestasi Kerja Pegawai Negeri Sipil.

[2] PGP, Peraturan Gubernur Papua Nomor 2 Tahun 2017 tentang Pemberian Tambahan Penghasilan Bersyarat bagi Pegawai Negeri Sipil di Lingkungan Pemerintah Provinsi Papua.

[3] Vedryn, Adri Oktoviana. 2010. Peranan Pegawai Negeri Sipil

[4] Schuler, Randal. S. dan Jackson.E, Susan. 1999. Manajemen Sumber Daya Manusia. Jilid 2. Terjemahan. Penerbit Erlangga. Jakarta.

[5] Yuwalliatin, Sitty. 2006. Pengaruh Budaya Organisasi, Motivasi Dan Komitmen Terhadap Kinerja Serta Pengaruhnya Terhadap Keunggulan Kompetitif Dosen UNISULA Semarang.EKOBIS.Vol 7. No 2. Hal: 241-256.

[6] Sekaran, Uma. 2006. Research Methode For Business: Metodologi Penelitian Untuk Bisnis.Salemba Empat. Jakarta.

[7] Riduwan, 2004. Metode Penelitian dan Teknik Menyususn Tesis. Bandung. Alfabeta

[8] Riduwan, 2007. Rumus dan Data Dalam Analisis Statistika cetakan ke-2. Bandung. Alfabeta

[9] Algifari. 2000. Analisis: Teori dan Kasus Solusi. BPFE. Yogyakarta.

[10] Suranta, Sri. 2002. Dampak Motivasi Karyawan Pada Hubungan Antara Gaya Kepemimpinan Dengan Kinerja Karyawan Perusahaan Bisnis.Empirika. Vol 15. No 2. Hal: 116-138.

[11] Suradji. 2003. Manajemen Kepegawaian Negara. Bahan Ajar DIKLAT Prajabatan Golongan III (Edisi Revisi I). Lembaga Administrasi Negara – Republik Indonesia.

[12] Sujarweni,V.W. 2014. Metodologi Penelitian. Pustaka BaruPress.Yogyakarta

[13] Supranto, J. 2001. Statistik: Teori dan Aplikasi. Edisi keenam. Erlangga.Jakarta.