



The Influence of Leadership Characteristics and Work Motivation on Nurses' Performance: A Study at Pamanukan Medical Center Subang General Hospital

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Abstract

The suboptimal performance of nurses has emerged as a significant issue at Pamanukan Medical Center Subang General Hospital. This situation is characterized by an increasing rate of absenteeism, a decline in work enthusiasm, and complaints regarding leadership behavior that is perceived as unfair, uncommunicative, and lacking in clear direction. These conditions have resulted in a decrease in the quality of nursing services. In light of this, the present study aims to analyze the influence of leadership behavior and work motivation on the performance of nurses. This study employed a quantitative approach using descriptive and verification methods. The sample consisted of 70 nurses, selected using a total sampling technique. Data were collected through an ordinal-scale questionnaire, with responses converted using the Method of Successive Intervals (MSI). Data analysis was performed using multiple linear regression with the aid of SPSS 29.0. The findings indicate that leadership behavior is categorized as moderate and has a positive and significant influence on the performance of nurses. Work motivation was also found to be at a moderate level and exerts a positive and significant influence on the performance of nurses. Collectively, leadership behavior and work motivation have a significant impact on the performance of nurses. These results highlight that leadership behavior is the most dominant factor influencing the performance of nurses. Therefore, strengthening leadership behavior and enhancing work motivation are strategic steps to optimize the performance of nurses in the hospital.

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Keywords: Leadership Behavior, Work Motivation, and Performance of Nurses

Introduction

Management is a process of directing and coordinating the work of others to ensure that organizational goals can be achieved both efficiently and effectively. Efficiency refers to the ability to generate substantial results through the economical use of resources, while effectiveness relates to achieving established goals in a concise and practical manner. These two principles serve as the foundation for executing management processes ^[1]. Human resource management plays a crucial role in shaping the character and goals of an organization and is considered the primary asset that drives the implementation of all organizational programs. Consequently, the success of an organization is largely determined by how effectively its human resources are managed, including through the improvement of recruitment standards, competency development and training, performance appraisal, career development, and commitment to fair compensation. These elements enable tasks to be accomplished professionally, effectively, and efficiently on a sustainable basis, while also preparing the organization to remain competitive ^[2]. Within the context of human resource management in hospitals, leadership behavior and work motivation play a critical role, particularly in improving the performance of nurses. The leadership behavior demonstrated by direct supervisors, along with the level of work motivation among nurses, contributes significantly to the quality of healthcare services. Therefore, these two aspects are key focal points in efforts to enhance the performance of nurses at Pamanukan Medical Center General Hospital.

According to Gibson *et al.* (2020) ^[3], performance is defined as the outcome of an individual's task execution over a specific period, adjusted to the applicable standards. In the healthcare sector, performance indicators are not limited to technical abilities but also include interpersonal skills, effective communication, and an empathetic attitude toward patients. Specifically for nurses, the level of performance is strongly influenced by leadership behavior and the degree of work motivation. Strong leadership is essential for every organization to achieve its objectives. The success of a leader is largely determined by personal qualities such as integrity, strategic thinking, emotional maturity, and social skills, which enable the leader to build trust, adapt to complexity, and manage work relationships productively (Yukl, 2020) ^[4]. Work motivation is an internal and external drive that compels an individual to achieve work goals. A high level of work motivation can enhance the direction, intensity, and persistence of effort; therefore, it is crucial for organizations to understand the factors that influence it in order to manage human resources effectively (Robbins & Judge, 2019) ^[5].

Data on nurse absenteeism at Pamanukan Medical Center General Hospital from January to May 2025 indicate a rate ranging from 1.45% to 3.61% per month. Such absenteeism increases the workload of on-duty nurses, poses a risk of reducing the performance of nurses, and serves as an indicator of low work motivation. Interviews with nurses revealed dissatisfaction related to the imbalance between workload and compensation, as well as a tendency to avoid management programs, which further indicates that work motivation has not been at an optimal level.

The evaluation results of the leadership behavior of the head of the nursing section at Pamanukan Medical Center General Hospital indicate that the leadership being practiced has not yet been optimal. Interviews with nurses revealed dissatisfaction due to a lack of transparency and fairness in the performance appraisal process (Key Performance Indicator or KPI), which affects the recognition of work outcomes and has an impact on salary allocation. KPI data for the January–June 2024 period show an average score of 73.7, categorized as “moderate,” which is below the expected target of at least 80 (categorized as “good”). This score reflects that aspects such as discipline, loyalty, attitude, task execution, coordination, and collaboration are still not optimal. Furthermore, limitations in technical and clinical competencies have also hindered the ability of the head of the nursing section to provide effective guidance and coaching to the staff.

Initial interviews with several unit heads and nurses at Pamanukan Medical Center General Hospital revealed a perception of subjectivity in performance appraisals conducted by the head of the nursing section. These appraisals, which were considered to be non-objective, have decreased nurses' work motivation in carrying out their duties, ranging from providing nursing care, collaborating with medical staff, to managing medical records. In addition, the problem-solving process was perceived as unprofessional because it tended to be personal in nature, causing nurses to feel consistently blamed. This situation has triggered indifference in service delivery, which negatively affects patient safety and the overall quality of hospital services.

The performance of nurses at Pamanukan Medical Center General Hospital has shown a declining trend, as evidenced

by an increase in patient safety incidents and a rise in patient dissatisfaction complaints. Data from the nurses' Key Performance Indicators (KPI) for the period of January–June 2024 show an average score of 79.5, which largely falls within the “moderate” category and remains below the optimal target. KPI assessments include technical aspects (nursing care) as well as work behavior (discipline, loyalty, attitude, competence, and collaboration). These results indicate that the discipline, coordination, and consistency of nurses have not yet reached optimal levels. The current level of performance of nurses also reflects the combined influence of leadership behavior and work motivation, which together affect the quality of care services.

Thus, the performance of nurses at Pamanukan Medical Center General Hospital is presumed to be suboptimal due to the influence of leadership behavior and work motivation. Initial interviews indicate that the intellectual and emotional capabilities, integrity, and fairness of leaders greatly affect the performance of nurses. The work motivation of nurses has also declined as a result of insufficient recognition of their achievements, limited transparency, and compensation perceived as inadequate. Although the hospital has provided various forms of appreciation, such as awards, umrah programs, training, and family gatherings, nurses still feel that there is a lack of responsiveness to complaints, insufficient clarity of direction, and a shortage of incentives or promotions for those who excel.

Based on the description above, this study is focused on addressing the following research questions: 1) How is leadership behavior perceived by nurses at Pamanukan Medical Center General Hospital Subang?; 2) What is the level of work motivation among nurses at Pamanukan Medical Center General Hospital Subang?; 3) What is the level of performance of nurses at Pamanukan Medical Center General Hospital Subang?; and 4) How do leadership behavior and work motivation influence the performance of nurses, both partially and simultaneously, at Pamanukan Medical Center General Hospital Subang?.

2. Literature Review

2.1 Health Management

Hospital management encompasses the organization of all resources, including healthcare personnel, infrastructure and facilities, as well as information systems, to support efficiency, effectiveness, and the quality of healthcare services. This process is not merely administrative in nature but also involves inter-unit coordination, strategic planning, and quality supervision in order to deliver integrated services that are patient-centered (Yusrawati & Muhandi, 2023) ^[6].

2.2 Functions of Hospital Management

According to Yusrawati and Muhandi (2023) ^[6], hospital management encompasses four main functions: operational management, which regulates daily service processes to ensure efficiency; financial and cost management, which focuses on the effective management of financial resources; material management, which involves the procurement and distribution of medical equipment and other supporting needs; and human resource management, which includes planning, recruitment, training, and the development of hospital personnel.

2.3 Human Resource Management

Human resource management is regarded as a planned process to organize and direct various aspects related to the workforce so that they are aligned with the organization's strategies and policies. Human resource management does not only encompass administrative activities but also reflects a structured managerial approach that is oriented toward achieving organizational outcomes optimally (Rahardjo, 2021) [7].

2.4 Functions of Human Resource Management

Human resource management plays an important role in managing the workforce so that they are able to contribute optimally while also experiencing satisfaction in carrying out their duties. According to Rahardjo (2021) [7], the functions of human resource management include managerial functions, which consist of planning, organizing, directing, and controlling, as well as operational functions, which involve staffing, development, competency enhancement, aligning individual interests with organizational objectives, maintaining employee welfare, and ensuring fair termination of employment.

2.5 Leadership Behavior

Leadership behavior refers to a set of attributes or personal traits possessed by an individual that distinguish them as an effective leader. According to Northouse (2022) [8], leadership behavior encompasses intelligence, self-confidence, determination, integrity, and social skills.

2.6 Leadership Behavior in Hospitals

Based on a systematic review conducted by Kakemam *et al.* (2020) [9], leadership competencies in hospitals are characterized by four main attributes: health contextual competence, which includes an understanding of healthcare systems and regulations; operational and clinical competence, which integrates technical expertise with managerial skills for accurate decision-making; interpersonal skills and professional ethics, demonstrated through effective communication, integrity, and cross-disciplinary collaboration; and holistic leadership, which views the hospital as an integrated whole with an emphasis on safety culture, quality, and the development of human resources.

2.7 Work Motivation

Work motivation, according to Maslow (1943) [10], is an internal drive that originates from human needs, which individuals seek to fulfill gradually, starting from the most basic needs up to self-actualization. In his well-known hierarchy of needs theory, Maslow explains that a person will be motivated to work when these needs are fulfilled in stages. Work motivation arises as a result of an individual's efforts to meet physiological needs, safety needs, social needs, esteem needs, and self-actualization.

2.8 Performance

Performance is the result of work accomplished in accordance with assigned responsibilities and established standards at the individual level, and at the organizational level it represents the accumulation of both individual and group contributions (Wahyudi in Hatidah & Indriansyah, 2023) [11].

2.9 Performance of Nurses

Based on the Decree of the Minister of Health of the Republic of Indonesia No. HK.01.07/MENKES/425/2020 [12], the performance of nurses is defined as the work outcomes of nursing personnel in providing professional nursing care in accordance with competency standards, ethics, legal requirements, and cultural values. Its assessment includes three dimensions: the ethical dimension, which refers to the delivery of nursing practice in accordance with the professional code of ethics; the legal dimension, which involves compliance with regulations and standards of practice; and the cultural sensitivity dimension, which reflects the ability to provide services that respect patients' cultural, religious, and value differences.

2.10 Conceptual Framework

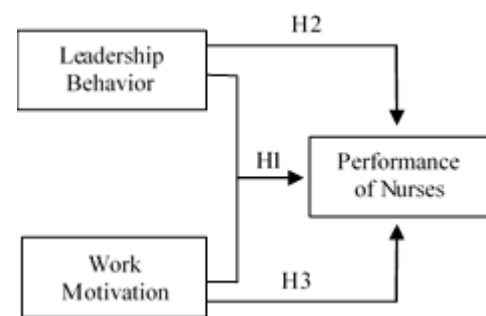


Fig 2.1: Conceptual Framework

Hypothesis

- H1:** Leadership behavior and work motivation influence the performance of nurses.
H2: Leadership behavior influences the performance of nurses.
H3: Work motivation influences the performance of nurses.

3. Methodology

3.1 Area of the Study

This study focuses on Pamanukan Medical Center (PMC), which is a Class C general hospital located at Jl. Raya Rancasari KM 4.35, Pamanukan, Subang, West Java Province.

3.2 Research Method

This study employed a quantitative approach because the data obtained through the distribution of questionnaires to respondents were processed and analyzed statistically to determine the relationships between the predetermined variables. The quantitative approach included both descriptive and verification methods. The descriptive method was used to observe, describe, and present the characteristics of the data systematically, while the verification method was applied to test and confirm the existence of causal relationships among the variables in the study.

3.3 Data and Source

The primary data in this study include information related to respondent profiles, such as age, gender, education level, and length of employment of all nurses working at Pamanukan Medical Center General Hospital. This study employed a total sampling technique, in which the entire population was

used as the sample, consisting of 70 nurse respondents.

3.4 Data Collection Technique

Data collection in this study was carried out by distributing questionnaires to all respondents. The questionnaires were used to obtain information related to the research variables, which were subsequently processed and analyzed. The research instrument was designed using a five-point Likert scale, with response options ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

3.5 Assessment Scale

The descriptive analysis in this study used the average score (mean) categories as the basis for interpretation to describe the conditions of the variables: leadership behavior, work motivation, and performance of nurses. This classification helps provide an overall picture of respondents' perceptions of each variable before further analysis is conducted.

Table 3.1: Assessment Scale

Mean Interval	Leadership Behavior	Work Motivation	Performance of Nurses
1.0 – 1.8	Very Poor	Very Poor	Very Poor
1.9 – 2.6	Poor	Poor	Poor
2.7 – 3.4	Moderate	Moderate	Moderate
3.5 – 4.2	Good	Good	Good
4.3 – 5.0	Excellent	Excellent	Excellent

3.6 Data Analysis and Hypothesis Testing

The research data were analyzed using IBM SPSS Statistics version 29 software. The analysis stages included instrument testing, classical assumption testing, and multiple linear regression analysis, which was employed to examine the influence of leadership behavior and work motivation on the performance of nurses.

3.6.1 Uji Instrumen Penelitian

The instrument testing consisted of two tests: the validity test and the reliability test. The validity test was conducted to assess the extent to which the questionnaire items were able to measure the intended variables. An instrument is considered valid if the correlation value of each item with the total score is greater than 0.30. Meanwhile, the reliability test aims to measure the level of consistency in respondents' answers to the instrument. This test was conducted using the Cronbach's Alpha method, where an instrument is considered reliable if the Cronbach's Alpha value exceeds 0.60.

3.6.2 Classical Assumption Test

- 1) Normality Test: Conducted to ensure that the residuals in the regression model are normally distributed. The testing is carried out through graphical analysis and statistical tests.
- 2) Autocorrelation Test: Aimed at detecting the presence or absence of autocorrelation by using the Durbin-Watson statistic.

- 3) Heteroscedasticity Test: Heteroscedasticity occurs when the residual variance differs across observations. Detection is carried out through scatter plot analysis and the Glejser test.
- 4) Multicollinearity Test: Conducted to identify multicollinearity in the regression model by examining the tolerance value and the Variance Inflation Factor (VIF).

3.6.3 Model Estimation

This study employed multiple linear regression analysis to examine the influence of the independent variables on the dependent variable. In this study, the independent variables consist of leadership behavior (X_1) and work motivation (X_2), while the dependent variable is the performance of nurses (Y). The analysis was carried out based on standardized regression results to determine the magnitude of the contribution of each independent variable to job performance. The regression equation used in this study is as follows.

$$Y = a + bX_1 + bX_2 + \varepsilon$$

Description:

Y = Performance of Nurses

X_1 = Leadership Behavior

X_2 = Work Motivation

a = Constant

b = Regression coefficient

ε = Error or residual

3.6.4 Hypothesis Testing

1) F Test (Simultaneous)

The F test is used to determine whether the independent variables, taken together, have a significant effect on the dependent variable. The testing is conducted by comparing the calculated F-value from the ANOVA output with the F-table value at a 0.05 significance level. In this study, the F-table value is 3.134. If the calculated F-value is greater than the F-table value, then H_0 is rejected and H_a is accepted, indicating that leadership behavior and work motivation simultaneously have a significant effect on the performance of nurses at Pamanukan Medical Center General Hospital.

2) t Test (Partial)

The t test is used to determine the partial effect of each independent variable on the dependent variable. The test is conducted by comparing the calculated t value from the coefficient output with the t table value at a significance level of 0.05. In this study, the t table value is 1.667. If the calculated t value exceeds the t table value, then the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. This indicates that each independent variable Leadership Behavior and Work Motivation has a significant influence on the Performance of Nurses at Pamanukan Medical Center General Hospital.

4. Results and Discussion

4.1 Descriptive Analysis

Table 4.1: Classification of Assessment for Each Variable

Research Variable	Mean Score	Category
Leadership Behavior (X_1)	3,16	Moderate
Work Motivation (X_2)	3,27	Moderate
Performance of Nurses (Y)	3,27	Moderate

Source: Processed primary data, 2025

The results presented in Table 4.1 indicate that all variables in this study Leadership Behavior, Work Motivation, and the Performance of Nurses are categorized as *moderate*. This suggests that respondents' perceptions of these three aspects at Pamanukan Medical Center General Hospital remain at an intermediate level, thereby indicating the need for improvement. These findings serve as a preliminary overview and form the basis for subsequent hypothesis testing to further examine the influence of Leadership Behavior and Work Motivation on the Performance of Nurses.

A. Instrument Testing

Table 4.2: Validity Test Results

Research Variable	Number of Items	Number of Valid Items	r table	Description
Leadership Behavior (X_1)	10	10	0,235	All items are valid
Work Motivation (X_2)	10	10	0,235	All items are valid
Performance of Nurses (Y)	12	12	0,235	All items are valid

Source: Processed primary data, 2025

Based on Table 4.2, the results of the validity test show that all questionnaire items related to Leadership Behavior, Work Motivation, and the Performance of Nurses have correlation

4.2 Research Test

The data used for the research instrument tests (validity and reliability) were obtained from respondents completed questionnaires. Meanwhile, the data used for classical assumption testing including tests for normality, heteroscedasticity, multicollinearity, and autocorrelation were processed using the Method of Successive Intervals (MSI) transformation.

coefficients (r count) greater than the critical r table value of 0,235. Therefore, all items are considered valid and suitable for further analysis.

Table 4.3: Reliability Test Results

Research Variable	Cronbach's Alpha	Alpha Coefficient	Description
Leadership Behavior (X_1)	0,715	0,60	Reliable
Work Motivation (X_2)	0,736	0,60	Reliable
Performance of Nurses (Y)	0,873	0,60	Reliable

Source: Processed primary data, 2025

Based on Table 4.3, the results of the reliability test indicate that all research variables have Cronbach's Alpha values exceeding the threshold of 0.60 specifically, 0,715 for Leadership Behavior, 0,736 for Work Motivation, and 0,873 for the Performance of Nurses. Therefore, the research instrument is considered reliable and appropriate for subsequent analysis.

B. Classical Assumption Testing

Classical assumption testing is conducted prior to regression analysis to ensure that the model meets the necessary

statistical requirements. The normality test aims to verify that the residuals are normally distributed; the heteroscedasticity test is used to examine whether there is any unequal variance in the residuals; the autocorrelation test detects the presence of correlation among residuals from adjacent observations; and the multicollinearity test ensures that there is no high correlation among independent variables. Satisfying these classical assumptions is essential to ensure that the results of the regression analysis are valid and can be accurately interpreted.

1) Normality Test

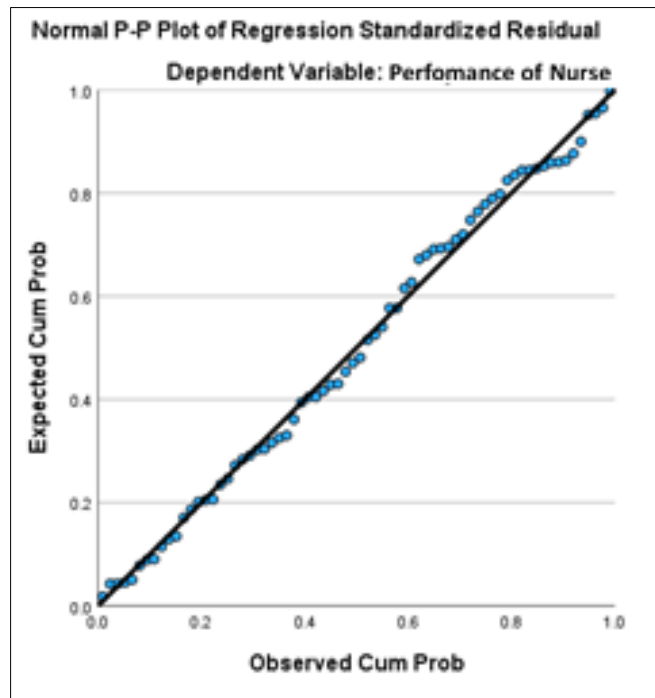


Fig 4.1: Normal P-P Plot of Regression

Based on the Normal P-P Plot shown in Figure 4.1, the residual data points are distributed along the diagonal line, indicating that the residuals are approximately normally distributed. The pattern of distribution, which does not

deviate significantly from the diagonal, suggests that the assumption of normality in the regression model has been met. Therefore, the data are deemed suitable for further analysis using multiple linear regression.

2) Heteroscedasticity Test.

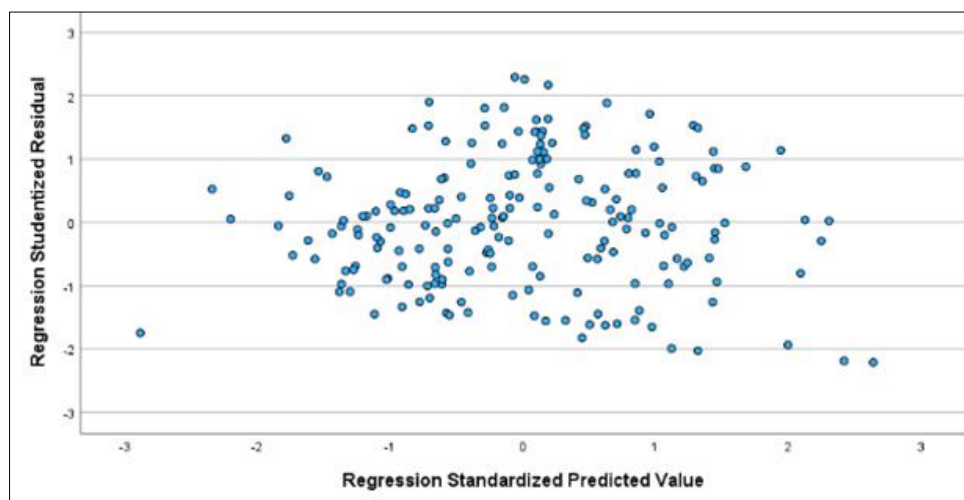


Fig 4.2: Scatterplot of Standardized Residuals

Based on the scatterplot shown in Figure 4.2, the residual points are randomly dispersed above and below the horizontal axis (zero line) without forming any specific pattern. This distribution pattern indicates the absence of

heteroscedasticity, suggesting that the regression model satisfies the assumption of homoscedasticity and is therefore appropriate for further analysis.

3) Autokorelasi Test

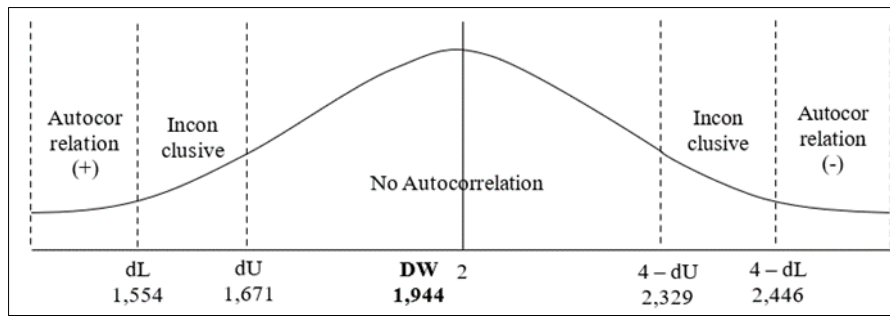


Fig 4.3: Durbin-Watson Autocorrelation Test

Based on the autocorrelation test results presented in Figure 4.3, the Durbin-Watson (DW) value is 1,944, which falls between the upper bound (dU = 1,671) and the lower bound of 4 - dU = 2,329. This range indicates that there is no

indication of autocorrelation in the regression model. Consequently, the data meet the assumption of independent residuals, and the model is considered appropriate for further regression analysis.

4) Multicollinearity Test

Table 4.4: Result of Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership Behavior	.952	1.050
	Work Motivation	.952	1.050

a. Dependent Variable: Performance of Nurses

Source: Processed primary data, 2025

Based on Table 4.4, the results of the multicollinearity test show that the Tolerance values for both Leadership Behavior and Work Motivation are 0,952 (greater than 0,10), while the Variance Inflation Factor (VIF) values are 1,050 (less than

10). These results indicate that there is no multicollinearity among the independent variables, allowing both variables to be included simultaneously in the regression model.

4.3 Results of the multiple linear regression analysis

Table 4.5: Multiple linear regression

Variable	Regression Coefficient	Sig.
Constant	40.210	<.001
Leadership Behavior	.682	<.001
Work Motivation	.371	<.001

Source: Processed primary data, 2025

Based on Table 4.5 above, the regression equation is : $Y = 40.210 + 0.682 + 0.371 + \epsilon_i$. The results of the multiple linear regression analysis indicate that both Leadership Behavior and Work Motivation have a positive effect on the Performance of Nurses. The regression coefficient for Leadership Behavior is 0,682, and for Work Motivation is 0,371, with significance values of $p < 0,001$, demonstrating that both independent variables contribute significantly to

improving nursing performance. The next step involves analyzing the coefficient of determination, both simultaneously and partially, to assess how effectively the regression model explains and predicts the variation in the Performance of Nurses based on Leadership Behavior and Work Motivation.

Table 4.6: Simultaneous coefficient of determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844 ^a	.712	.704	3.88169

a. Predictors: (Constant), Work Motivation, Leadership Behavior

Source: Processed primary data, 2025

Based on Table 4.6, the Adjusted R Square value of 0,704 indicates that 70,4% of the variation in the Performance of

Nurses can be explained simultaneously by Leadership Behavior and Work Motivation, while the remaining 29,6%

is influenced by other factors outside the scope of this research model.

Table 4.7: Partial coefficient of determination

Model Summary		
Model	Part	R Square Partial (%)
Leadership Behavior	0,839	70,39%
Work Motivation	0,274	7,50%

Source: Processed primary data, 2025

Based on Table 4.7, the results of the partial coefficient of determination show that Leadership Behavior contributes 70,39% to the variation in the Performance of Nurses after controlling for other variables, while Work Motivation

contributes 7,50%. These findings indicate that Leadership Behavior has a more dominant influence than Work Motivation in explaining the variation in nursing performance at Pamanukan Medical Center General Hospital.

4.5 Hypothesis Testing

A. Simultaneous Hypothesis Test (F Test)

Table 4.8: F Test Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2500.937	2	1250.468	82.991	<.001 ^b
	Residual	1009.522	67	15.067		
	Total	3510.459	69			

a. Dependent Variable: Performance of Nurses

b. Predictors: (Constant), Work Motivation, Leadership Behavior

Source: Processed primary data, 2025

Based on Table 4.8, the results of the F test show that the calculated F value of 82,991 is greater than the F table value of 3,134 at a significance level of 0,05. This result confirms that the regression model used in this study is statistically significant when tested simultaneously. Therefore, it can be

concluded that Leadership Behavior and Work Motivation, when considered together, have a significant effect on the Performance of Nurses at Pamanukan Medical Center General Hospital.

B. Partial Hypothesis Testing (t test)

Table 4.9: t test result

Variable	t count	t table	Sig.	Category
Leadership Behavior	12.805	1.667	<0.001	Significant
Work Motivation	4.180	1.667	<0.001	Significant

Source: Processed primary data, 2025

Based on Table 4.9, the results of the t-test show that the variable Leadership Behavior has a t value of 12,805, which is greater than the t table value of 1,667, with a significance level of $p < 0,001$. This indicates that Leadership Behavior has a significant effect on the Performance of Nurses. Similarly, the variable Work Motivation has a t value of 4,180, which also exceeds the t table value of 1,667, with a significance level of $p < 0,001$. Therefore, Work Motivation is also proven to have a significant effect on the Performance of Nurses at Pamanukan Medical Center General Hospital.

4.6 The Influence of Leadership Behavior on the Performance of Nurses

Based on the results of the second hypothesis test, the variable Leadership Behavior (X_1) was found to have a positive and significant partial effect on the Performance of Nurses (Y) at Pamanukan Medical Center General Hospital Subang. This is evidenced by the t value of 12,805, which is greater than the t table value of 1,667, with a significance level of $p < 0,001$. These findings indicate that the better the leadership behavior perceived by nurses, the higher the performance they tend to demonstrate. Furthermore, the

partial coefficient of determination shows that Leadership Behavior contributes 70,39% to the variation in nursing performance after controlling for the effect of Work Motivation. Therefore, Leadership Behavior is concluded to be the most dominant variable influencing the Performance of Nurses in this study when analyzed partially.

The variable Leadership Behavior was measured through five main dimensions: intelligence, self-confidence, determination, integrity, and social skills all of which were categorized as "moderate". This indicates that there is still room for improvement, particularly in aspects related to communication, role modeling, and interpersonal relationships between leaders and nurses.

These findings reinforce the notion that the success of nursing performance is highly influenced by the quality of leadership. As front-line healthcare providers, nurses require leaders who are capable of providing guidance, building trust, and offering both professional and emotional support. The results of this study are consistent with the findings of Stanley *et al.* (2006) [13], who emphasized that leadership characteristics including effective communication skills play a critical role in shaping nurses' perceptions of team performance and the

quality of nursing care. Similar findings were reported in a systematic review by Alsharari *et al.* (2023) ^[14], which affirmed that leadership characteristics and behaviors are positively associated with improvements in nurses' performance and productivity. Both studies strengthen the argument that effective leadership not only enhances team coordination but also fosters a supportive work environment, enabling nurses to achieve optimal performance particularly in the context of Pamanukan Medical Center General Hospital Subang.

4.7 The Influence of Work Motivation on the Performance of Nurses

Based on the results of the third hypothesis test, the variable Work Motivation (X_2) was found to have a positive and significant partial effect on the Performance of Nurses (Y) at Pamanukan Medical Center General Hospital Subang. This is demonstrated by a t value of 4,180, which is greater than the t table value of 1,667, with a significance level of $p < 0,001$. These results indicate that the higher the level of work motivation among nurses, the better their performance in carrying out nursing duties. According to the partial coefficient of determination, Work Motivation contributes 7,50% to the variation in nursing performance after controlling for the effect of Leadership Behavior. Although its contribution is smaller compared to Leadership Behavior, Work Motivation still plays a significant role in enhancing the quality of nurses' performance.

Work Motivation was measured based on the five dimensions of Maslow's theory of needs, namely: physiological needs, safety needs, social needs, esteem needs, and self-actualization. The descriptive analysis revealed that most dimensions were rated as "moderate", except for the social and self-actualization dimensions, which were categorized as "good". These findings indicate a need to strengthen the more basic aspects of motivation particularly physiological and safety needs even though signs of enthusiasm and a drive for personal growth are already beginning to emerge.

The findings of this study confirm that Work Motivation is a critical factor influencing both the productivity and quality of nursing services. The fulfillment of basic needs, recognition of achievements, and a supportive work environment are key elements that enable nurses to cope with work-related stress and deliver empathetic care. These results align with the study by Jariyah *et al.* (2024) ^[15], which found that Work Motivation encompassing working conditions, incentives, interpersonal relationships, recognition, achievement, and responsibility has a significant relationship with improved nursing performance. Similarly, Rosyidawati *et al.* (2025) ^[16] demonstrated that Work Motivation has a significant effect on the performance of nurses in inpatient hospital settings, reinforcing the evidence that Work Motivation is a key determinant in achieving optimal performance among nursing personnel.

4.8 The Influence of Leadership Behavior and Work Motivation on the Performance of Nurses

Based on the results of the first hypothesis test, the variables Leadership Behavior (X_1) and Work Motivation (X_2) were found to have a positive and significant simultaneous effect on the Performance of Nurses (Y) at Pamanukan Medical Center General Hospital Subang. This is evidenced by the F value of 82,991, which is greater than the F table value of

3,134, with a significance level of $p < 0,001$, indicating that the constructed regression model is statistically valid. Furthermore, the Adjusted R^2 value of 0,704 suggests that 70,4% of the variation in nurse performance can be jointly explained by Leadership Behavior and Work Motivation, while the remaining 29,6% is attributed to other factors outside the model. These results demonstrate that both independent variables make a strong contribution to influencing nurse performance, particularly in the context of healthcare service delivery in a general hospital setting.

The findings of this study indicate that the Performance of Nurses is strongly influenced by the quality of Leadership Behavior and the level of Work Motivation. When nurses are led by individuals who provide clear direction, serve as role models, and foster positive working relationships, they are more likely to demonstrate optimal performance. In addition, sustained work motivation driven by both internal factors and external support provides the energy necessary for nurses to remain focused and productive in fulfilling their responsibilities, even when faced with high workloads.

These findings are consistent with the study by Saifullah *et al.* (2024) ^[17], which revealed that Leadership Behavior and Work Motivation jointly contributed 64,2% to improving employee performance. Another study by Rahayu and Andayani (2018) ^[18] in the manufacturing sector also demonstrated that leadership and motivation have a significant simultaneous influence on employee performance. Both studies reinforce the conclusion that Leadership Behavior and Work Motivation are critical factors affecting performance. Therefore, efforts to strengthen leadership and enhance work motivation are highly relevant in supporting improvements in the Performance of Nurses at Pamanukan Medical Center General Hospital.

6. Conclusion

Based on the findings of this study, it can be concluded that Leadership Behavior at Pamanukan Medical Center General Hospital Subang is generally categorized as "moderate", with the dimensions of intelligence and self-confidence identified as the weakest aspects requiring improvement. The Work Motivation of nurses was also found to be in the "moderate" category, with physiological needs being the lowest-rated dimension. Overall, the Performance of Nurses showed a similar result, falling within the "moderate" range particularly in the area of professional nursing practice, which still requires enhancement. This study confirms that both Leadership Behavior and Work Motivation have a positive and significant influence on the Performance of Nurses, both partially and simultaneously. Therefore, improving the quality of leadership and enhancing work motivation are essential strategies for optimizing nurse performance in this hospital.

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