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ANALYSIS OF THE INFLUENCE OF ATTITUDES AND LEADERSHIP TRANSFORMATION ON LOYALTY AND EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS AN INTERVENING VARIABLE AT RSUP DR. SITANALA IN THE TIME OF A PANDEMIC

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ABSTRACT

Transformational leadership is characterized as a leader who focuses on achieving changes in the values, beliefs, attitudes, behavior, emotions, and needs of subordinates towards better changes in the future. This transformational leadership creates a positive attitude of employees and increases the motivation of employees. The existence of positive work motivation can improve employee performance which in turn affects employee loyalty. The purpose of this study was to analyze the effect of attitude and transformational leadership on employee loyalty and performance with work motivation as an intervening variable at RSUP dr. Sitanala in the Time of a Pandemic. This research is an explanatory research with a quantitative approach in the form of using causality hypotheses with a sample of 136. In this study, it was found that transformational attitudes and leadership have a positive effect on performance and loyalty through work motivation. Based on the analysis, the conclusions that can be put forward in this study are as follows: attitude and transformational leadership have a significant positive effect on employee loyalty and performance through work motivation. The implications of this research theoretically will prove the influence of research variables and managerially will further improve the leadership style and attitudes of employees in the hospital.

Keywords: *Attitude, Transformational Leadership, Loyalty, Employee Performance, Work Motivation.*

Introduction

The Corona Virus Disease pandemic in 2019 (Covid-19) which began at the end of 2019 has spread anxiety in everyone, including workers. Covid-19 has become a global pandemic since it was announced by WHO on March 11, 2020. Covid-19 first appeared in Wuhan, China at the end of 2019. Then it grew rapidly and uncontrollably throughout the world. More than 213 countries have been

confirmed to be infected with Covid-19 (Xiao, et.al, 2020).

To cope with the Covid-19 pandemic, like it or not, hospitals are at the forefront as a non-profit entity in providing services for Covid-19 sufferers. The hospital as a non-profit entity is an organization in the health sector that has many human resources in providing health services to the community. Human resources involved in hospital operational

activities are very diverse, ranging from doctors, nurses and other non-medical workers and are inseparable from each other in providing health services to the community or in other words they must work together, especially in providing health services. health services for the COVID-19 pandemic. Every hospital will try to pay attention to its employees so that employees feel they have involvement with the organization and give their best performance (Subekti, 2016).

Central General Hospital (RSUP) dr. Sitanala is one of the government-owned public hospitals that is used as a reference for people with Covid-19. RSUP dr. Sitanala was originally not a general hospital, but a special hospital for leprosy sufferers. RSUP dr. Sitanala operates as a leprosy hospital based on the Decree of the Minister of Health of the Republic of Indonesia Number: 398/MenKes/SK/IV/1994, concerning the Organization and Work Procedure of the Sitanala Leprosy Hospital in Tangerang, has the task of carrying out comprehensive, integrated and sustainable leprosy patient services, educational activities Health Research and Development Training in the field of leprosy in accordance with applicable laws and regulations.

In its development Sitanala Tangerang Leprosy Hospital not only serves leprosy patients but also serves other common diseases. This is reinforced by the issuance of an operational permit from the Tangerang City Government, Banten Province Number 445/KMT-173/BID.PEMKES/2019, dated November 7, 2019. Leprosy Hospital dr.

Sitanala turned into the Central General Hospital dr. Sitanala Tangerang type C, which is located in the middle of Tangerang City, is approximately 14.1 Km from Soekarno Hatta Airport. It has a building area of ± 10 hectares, 200 beds with human resources consisting of clinical staff (doctors, dentists, nurses and other health workers) and non-clinical staff (administrative and financial staff).

RSUP dr. Sitanala, who has just become a hospital, has recently replaced the President Director. At the time of the new Director's leadership, in just 1 year, RSUP dr. Sitanala increased from 25 M/year to 120 M/year and that happened during the Covid-19 pandemic. Through initial interviews with several non-medical staff including front desk staff, security and office boys, they said that the new President Director was friendlier, more humble and better. They get the attention of the new director so they are not afraid to work hard during the Covid-19 pandemic. One of the concerns of the new president director is that if staff and staff families are infected with Covid-19, they will be treated at dr. Sitanala. This reason makes researchers think that work attitudes and transformational leadership (transformational leadership) affect employee performance and loyalty. This can be seen from the income of RSUP dr. Sitanala is increasing rapidly and testimonials from employees.

The leadership style shown by the President Director of RSUP dr. The new Sitanala is a transformational leadership style. Transformational leadership according to Burns (2018: 76) characterized as a leader who focuses on achieving changes in the values,

beliefs, attitudes, behavior, emotions, and needs of subordinates towards changes for the better in the future. A transformational leader is a change agent who strives to re-transform the organization as a whole so that the organization can achieve maximum performance in the future.

Transformational leadership from the President Director of RSUP dr. Sitanala has brought progress to RSUP dr. Sitanala 2021. According to Bass (2017: 64), Transformational leaders are able to bring the organization towards higher performance compared to transactional leaders. The climate and consequences obtained by subordinates from transformational leaders are increased work motivation, enthusiasm, commitment, job satisfaction, welfare and health of subordinates. Furthermore, Bass (2017: 86) says that transformational leadership tends to express the vision and goals of the organization more clearly so that subordinates can identify and tend to have a strong influence on followers, perform better and provide work motivation to their subordinates.

Work motivation according to Saleem, et.al (2020) is motivation derived from the Latin word *movere* which means encouragement, driving force or force that causes an action or deed. The word *movere*, in English, is often equated with motivation which means giving motives, generating motives, or things that cause encouragement or circumstances that cause encouragement. Literally motivation means giving motive. A person doing an action generally has a motive. Someone does something intentionally, of

course there is an intention or purpose that encourages him to take an action. Mahalawat & Sharma (2019) stated that performance is influenced by work motivation factors which are manifested in success, rewards, responsibility, work, and self-improvement. Work motivation factors in the two-factor theory developed by Mahalawat & Sharma (2019) are none other than the factors that affect employee performance.

In addition to influencing employee performance, work motivation also affects employee loyalty. Loyalty actually means being loyal. Employee loyalty to the company can be shown by obeying and also implementing the rules that have been set by the company with full awareness and responsibility (Hang, 2021). Employees with high loyalty can even sacrifice their time to do company tasks outside of their job description (Mele, 2018: 102). Hirschman (2020: 125) explains that loyal employees refuse to leave the company, do not complain when they suffer, and believe that everything will be fine. This concludes that employee loyalty indirectly makes employees have an attachment to the company so that it can create a sense of belonging to the company. With the feeling of belonging to the company, it will reduce negative feelings for employees to move from company to other company. Creating a sense of belonging to the company in employees is a difficult thing but can be done by companies

This study intends to examine the effect of attitudes and leadership transformation on employee loyalty and performance with work motivation as an

intervening variable at RSUP dr. Sitanala during a pandemic. Researchers are interested in examining these variables because previous studies have shown that there are still inconsistent research results. The following table shows the research gap.

Table 1
Research Gap Research Results from Related Variables

No.	Description	Research Result
1.	The Effect of Attitude on Work Motivation	
	Research by Lohela-Karlsson (2022) and Widyasari (2013)	Positive and significant influence
	Soale and Akudugu (2021)	No effect
2.	The Effect of Transformational Leadership on Work Motivation	
	Research by Suong (2020), Bastari, et.al., (2020), Wen (2022), Natalia (2021), Elvandari, et.al., (2018) and Siswatiningsih, et.al., (2018)	Positive and significant influence
	Research by Matar, et.al (2019), Mone and Nuryadin (2021) and Royantie and Sumarti (2021)	No effect
3.	The Effect of Work Motivation on Employee Loyalty	
	Research by Balushi and Aulia (2019), Alwi, et.al (2018), Saifillah (2017), Simatupang and Rukmini (2021), Suryani and Rahman (2020), Winarto (2020) and Purbowari, et.al, (2020) , Karim (2020), Swadarma and Netra (2020), and Mahyudi (2017)	Positive and significant influence
	Research by Orinda, et.al., (2020), Khuong, et.al., (2020), Pandey & Khare (2018), Nuriyah and Azizah (2021), Utami and Dwiatmadja (2020), Witari and Heryenzus (2020) , Citra and Fahmi (2019)	No effect
4.	The Effect of Work Motivation on Employee Performance	
	Research by Thang and Nghi (2022), Raisal et.al (2021), Kuswati (2020), Mohamud, et.al (2017), Ardiansyah, et.al., (2021), Islamiati, et.al., (2021) , Sudarso, et.al., (2020), Noer et.al., (2020), Ardhani and Ratnasari (2019), Wulandari and Bagia (2020), Sutanto and Ariyanto (2018), Mahpudin and Purnamasari (2018) , Erri and Fajrin (2018) and Lusri and Siagian (2017)	Positive and significant influence
	Research by Siddiqi and Tangem (2018), Uka and Prendi (2021),	No effect

Usmiar and Utomo (2020), Falah and Ayuningtias (2020), Wiryang, et.al., (2019), Sumiati and Purbasari (2019) and Yenni (2019)	
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Source: From various international and national journals.

Based on the research results that are still inconsistent regarding the effect of research variables as shown in the gap research table above, the researchers are interested in re-examining the analysis of the influence of attitude and leadership transformation (transformational leadership) on employee loyalty and performance with work motivation. as an intervening variable at RSUP dr. Sitanala in the Time of a Pandemic.

Theoretical Review

Employee performance

Luthans (2017: 10) suggests that performance is often referred to as performance or result which is defined by what has been produced by individual employees. Performance is influenced by organizational performance itself which includes organizational development, compensation plan, communication system, managerial style, organizational structure, policies and procedures (policies and procedures). Robbins (2019: 48) suggests that another term for performance is human output which can be measured from productivity, absenteeism, turnover, citizenship and satisfaction. Luthans (2017: 10) suggests that individual performance is also called job performance, workoutcomes, task performance.

To reveal employee performance refers to the theory of Han, et.al, (2018) and Turkylmaz & Akman (2018) which defines

employee performance as the result or level of success of a person only during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or objectives, or criteria that have been determined in advance and have been mutually agreed upon that affect how much/much they contribute to the organization. This employee performance variable is measured by the following dimensions: (1) Employee Work Quantity; (2) Employee Work Quality; (3) Employee Efficiency; (4) Employee Effort; (5) Employee Professional Standards; (6) Employee Ability; and (7) Employee Accuracy

Employee Loyalty

Employee loyalty is a support in the success of an organization. Employee loyalty depends on the employees themselves, but the organization also needs to make efforts that can increase employee loyalty. According to Robbins (2019: 139) loyalty is the desire to protect and cover the disgrace of others. Meanwhile, according to Pandey & Khare (2018), loyalty is the willingness of employees to maintain and defend the organization inside and outside of work from the undermining of irresponsible people. Employee loyalty is an employee's complete love for the organization where they work. Furthermore, Khuong & Linh (2020) stated that loyalty within the company can be interpreted as an employee's loyalty to the company.

To reveal employee loyalty refers to the theory of Khuong & Tien (2019) and Varma, et.al, (2018) which states that employee loyalty is the determination and ability to obey,

implement, and practice something that is obeyed with full awareness and responsibility, determination and behavior. daily activities in carrying out tasks which are reflected in the attitude of employees who devote their abilities and expertise, carry out tasks with responsibility, discipline and honesty at work. This employee loyalty variable is measured by the following dimensions: (1) Obedience or Compliance; (2) Responsible; (3) Devotion; (4) Honesty; and (5) Work Attitude.

Work motivation

Hussain, et.al (2019) defines motivation as providing a driving force that creates one's work enthusiasm, so that they are willing to work together, work effectively and are integrated with all their efforts to achieve satisfaction. Sohail, et.al (2019) states a force or factor contained in humans, which causes, directs and organizes their behavior. According to McClelland (2018), work motivation is something that gives rise to encouragement or enthusiasm for work. Several factors that can affect work motivation are superiors, colleagues, physical facilities, policies and regulations, monetary and non-monetary service rewards, type of work and challenges.

To reveal work motivation, it refers to the theory from McClelland (2018) which is actualized by Sohail, et.al, (2019) which states that work motivation is a driving force for someone to do their job better, it is also a factor that makes the difference between success and failure at work. . This work motivation variable is measured by the following dimensions: (1) The need for achievement (Need of

Achievement); (2) The need to establish interpersonal relationships (Need of Affiliation); and (3) The need for power and influence on others (Need of Power).

Attitude

Robbins (2019), which is actualized by Ogilo, et.al., (2020) which defines attitude as an evaluative statement both favorable and unfavorable towards objects, individuals or events. It reflects how a person feels about something. This attitude variable is measured by dimensions which include (1) Cognitive Components; (2) Affective Component; and (3) Conative Component.

Transformational Leadership

For transformational leadership, it refers to the theory of Bass (2017) and Burns (2018) which states that transformational leadership is leadership that has the power to influence subordinates in certain ways so that subordinates will feel trusted, valued, loyal and respectful to their leaders and ultimately subordinates will motivated to do more than expected. This transformational leadership variable is measured by the following dimensions: (1) Idealized Influence; (2) Inspirational Motivation; (3) Intellectual Simulation; and (4) Individualized Considerations.

Conceptual Framework

The conceptual framework of this research is described as follows:

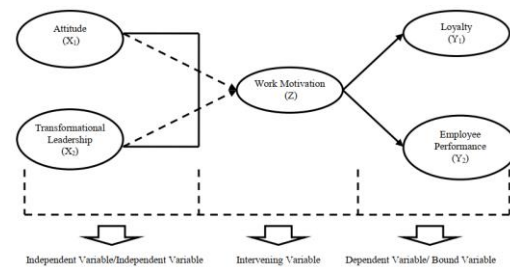


Figure 1 Research Conceptual Framework

Research Hypothesis

- H₁ : Attitude has a positive and significant effect on work motivation
- H₂ : Transformational leadership has a positive and significant effect on work motivation
- H₃ : Attitudes and transformational leadership simultaneously have a positive and significant effect on work motivation
- H₄ : Work motivation has a positive and significant effect on loyalty
- H₅ : Work motivation has a positive and significant effect on employee performance
- H₆ : Attitudes and transformational leadership have a positive and significant effect on loyalty through work motivation
- H₇ : Transformational attitudes and leadership have a positive and significant effect on employee performance through work motivation

Methodology

The research method used in this study is a quantitative research method that is correlational research that examines the relationship between the independent variable and the dependent variable through a hypothesis testing based on data in the field. The sampling technique was carried out by

purposive sampling as many as 136 respondents from the total population that could be used as a sample of 205 employees. The number of samples was calculated using the Slovin formula in Yamane (2019). Overall, the research method used can be described in the following scheme:

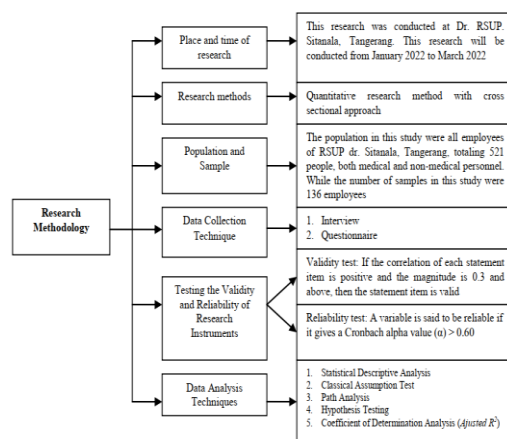


Figure 2 Research Methodology

Research result

1. Respondent Identity

Based on the questionnaires distributed by the researchers, data were obtained that revealed the distribution of respondents. According to gender, it can be said that the majority of respondents in this study were female, namely male as many as 52 respondents or 38.24% and with female sex as many as 84 respondents or 61.76%. Respondents in this study with the age of less than 17 years as many as 3 people or 2.21%, ages between 18 years to 25 years as many as 5 people or 3.67%, ages between 26 years to 40 years as many as 73 people or 52, 94%, and ages between 41 years to 50 years as many as 56 people or 41.18%. Based on this, it can be said that the majority of respondents in this

study were between 26 years old and 40 years old. Furthermore, for respondents in this study with the last education of junior high school as many as 2 people or 1.47%, high school as many as 17 people or 12.50%, Academy (D3) as many as 46 people or 33.82%, Strata-1 (S1) as many as 53 people or 38.47%, and Strata-2 (S2) as many as 18 people or 13.23%. Based on this, it can be said that the majority of the respondents in this study had the latest undergraduate education (S1).

Meanwhile, respondents in this study according to the type of position, namely Medical Staff positions as many as 62 people or 45.59%, Doctors as many as 36 people or 26.47%, and Non-Medical Staff as many as 38 people or 27.94%. Based on this, it can be said that the majority of respondents in this study were medical staff. Furthermore, for respondents in this study with a length of work between 2-4 years as many as 35 people or 25.74%, a length of work between 4-6 years as many as 29 people or 21.32%, and a length of work 8-10 years as many as 27 people or 19.85%. Based on this, it can be said that the majority of respondents worked in this study between 4 - 6 years.

2. Data Quality Test Results

The results of the validity and reliability tests can be summarized in the following table:

Table 2
Validity Test Results and Reliability Test

No	Variable	Criteria	Validity	Cronbach's Alpha	Critical Value/ Standard	Reliability
1.	Work Attitude Variable (X_1)	$> 0,30$	Valid	935	$> 0,6$	Reliable
2.	Transformational Leadership (X_2)	$> 0,30$	Valid	950		
3.	Work Motivation (Z)	$> 0,30$	Valid	847		
4.	Employee Loyalty (Y_1)	$> 0,30$	Valid	786		
5.	Employee Performance (Y_2)	$> 0,30$	Valid	727		

Source: Data Processing, 2022.

Based on the summary of the results of the validity and reliability tests as summarized in the table above, it can be seen that all items in the research questionnaire are valid and reliable.

3. Results of Statistical Descriptive Analysis using the Three Box Method

Based on the results of descriptive analysis using the three box method, it can be summarized for all research variables in the following table:

Table 3
Statistical Data of All Research Variables at RSUP dr. Sitanala 2022

No	Variabel	Indeks/Kategori			Prilaku
		Rendah	Sedang	Tinggi	
1	Work Attitude Variable (X_1)		69,07		Kurang Perhatian
2	Transformational Leadership (X_2)			73,03	Contoh/Teladan
3	Work Motivation (Z)			73,12	Dorongan (Driving Force)
4	Employee Loyalty (Y_1)			79,59	Setia
5	Employee Performance (Y_2)			77,49	Produktif

Source: Data Processing, 2022

The table above shows that transformational leadership and work motivation are considered very good for improving employee performance and employee loyalty, while attitudes are less supportive of employee performance and loyalty.

4. Hypothesis Testing Results

The results of hypothesis testing in this study can be summarized in the following table:

Table 4
Hypothesis Testing Results

No.	Symbol	Hypothesis	Results	Interpretation
1.	H_1	Attitude has a positive and significant effect on work motivation	$T_{count} = 4,539$ $sig = 0,000 < 0,05$	H_1 provable
2.	H_2	Transformational leadership has a positive and significant effect on work motivation	$t_{count} = 30,321$ $sig = 0,000 < 0,05$	H_2 provable
3.	H_3	Attitudes and transformational leadership simultaneously have a positive and significant effect on work motivation	$F_{count} = 4,215$ $sig = 0,000 < 0,05$	H_3 provable
4.	H_4	Work motivation has a positive and significant effect on loyalty	$t_{count} = 5,305$ $sig = 0,000 < 0,05$	H_4 provable
5.	H_5	Work motivation has a positive and significant effect on employee performance	$t_{count} = 3,178$ $sig = 0,002 < 0,05$	H_5 provable
6.	H_6	Attitudes and transformational leadership have a positive and significant effect on loyalty through work motivation	$F_{count} = 2,158$ $sig = 0,030 < 0,05$	H_6 provable
7.	H_7	Transformational attitudes and leadership have a positive and significant effect on employee performance through work motivation	$F_{count} = 3,227$ $sig = 0,001 < 0,05$	H_7 provable

Source: Data Processing, 2022.

5. Coefficient of Determination Results (Adjusted R^2)

To determine the magnitude of the influence of attitude and transformational leadership on work motivation, a summary model of multiple determination analysis is used which can be tabled as follows:

Table 5
Coefficient of Attitude Determination, Transformational Leadership on Work Motivation
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.992 ^a	.984	.984	.27906

a. Predictors: (Constant), X_2 , X_1

From the table above, it is known that the magnitude of the coefficient of determination (adjusted $R^2 = 0.984$) means that the influence of attitude and transformational leadership on work motivation is 98.4%, while the remaining 1.6% or $(100\% - 1.6\%)$ is influenced by other factors. other factors not examined such as compensation, work environment, work relations, and so on.

Discussion of Research Results

1. The Influence of Attitude on Work Motivation

Based on the results of this study, attitude has a positive and significant effect on employee motivation at RSUP dr. Sitanala Tangerang. This shows the attitude of the employees of RSUP dr. Sitanala Tangerang that is good or positive can increase the work motivation of the employees concerned, on the contrary the attitude of employees of RSUP dr. Sitanala Tangerang that is bad or unproductive can reduce the work motivation of the employee concerned.

The results of this study support the results of Lohela-Karlsson's (2022) research which concludes that employee attitudes have a positive and significant effect on work motivation. The results of the research above also support the results of Widyasari's (2013) research which also concludes that employee attitudes have a positive and significant effect on employee work motivation.

Judging from the results of the descriptive analysis of employee attitude variables, the indicators that have the highest category are the indicators of knowledge and indicators of apathy. It can be explained that the employees of RSUP dr. Sitanala Tangerang is sometimes apathetic after a long absence of promotion. However, from this apathy, the attitude of employees who want to always learn new knowledge related to work arises, on the grounds that if at any time there is a job opportunity at another hospital, the employee concerned will immediately move with the knowledge and experience they have. Moreover, currently in Tangerang or in West Jakarta (areas close to Tangerang) many more promising private hospitals have emerged. This is in accordance with the results of descriptive analysis of motivational variables where all indicators are classified as high category. This condition can be explained that the work motivation of dr. Sitanala Tangerang is always high because in addition to providing the best performance, some employees do not want to lose their skills in work which are needed at any time when they want to move to another hospital so that their work motivation remains high.

2. The Effect of Transformational Leadership on Work Motivation

Based on the results of the study, transformational leadership has a positive and significant effect on employee

motivation at RSUP dr. Sitanala Tangerang. This shows the transformational leadership at RSUP dr. Sitanala Tangerang which is considered positive can increase employee motivation at RSUP dr. Sitanala Tangerang.

The results of this study support the results of research by Suong (2020), Bastari, et.al., (2020) and Wen (2022) which conclude that transformational leadership has a positive and significant effect on work motivation. The results of this study also support the results of research by Natalia (2021), Elvandari, et.al., (2018) and Siswatiningsih, et.al., (2018) which also conclude that transformational leadership has a positive and significant effect on employee work motivation.

Judging from the results of the descriptive analysis of transformational leadership variables and work motivation variables, all of which indicators have high categories, it shows that transformational leadership in RSUP dr. Sitanala Tangerang is considered successful, which is indicated by the replacement of the President Director who develops transformational leadership, it turns out that in only 1 year, the income of RSUP dr. Sitanala increased from 25 M/year to 120 M/year and that happened during the Covid-19 pandemic. This transformational leadership is considered to have aroused employee work motivation, so that all motivation indicators have a high category. It is stated by the employees that the new

President Director is friendlier, more humble and kinder. They get the attention of the new director so they are not afraid to work hard during the Covid-19 pandemic. One of the concerns of the new president is if staff and staff families are infected with Covid-19. Therefore, the work motivation of RSUP dr. Sitanala Tangerang is getting higher/higher.

3. Simultaneous Influence of Attitude and Transformational Leadership on Work Motivation

Based on the results of the study, the attitude and transformational leadership simultaneously have a positive and significant effect on the work motivation of employees at RSUP dr. Sitanala Tangerang. This shows the attitude and transformational leadership at RSUP dr. Sitanala Tangerang has succeeded in increasing employee motivation at RSUP dr. Sitanala Tangerang. This can be explained, the change of the President Director of RSUP dr. Sitanala Tangerang who brings transformational leadership patterns has succeeded in changing the work attitude of the employees of RSUP dr. Sitanala Tangerang becomes more positive so that his work motivation becomes higher. This is shown from the results of the descriptive analysis of work motivation variables, all of which indicators are in the high category.

4. The Effect of Work Motivation on Employee Loyalty

Based on the results of the study, work motivation has a positive and significant effect on employee loyalty at RSUP dr. Sitanala Tangerang. This shows that the higher the employee's work motivation, the higher the employee loyalty at RSUP dr. Sitanala Tangerang.

The results of this study support the results of research by Balushi and Aulia (2019), Alwi, et.al (2018), Saifillah (2017), Simatupang and Rukmini (2021) and Suryani and Rahman (2020) which conclude that work motivation has a positive and significant effect on loyalty employee. The results of this study also support the results of research by Winarto (2020), Purbowari, et.al, (2020), Karim (2020), Swadarma and Netra (2020) and Mahyudi (2017) who also conclude that work motivation has a positive and significant effect on employee loyalty.

Judging from the results of the descriptive analysis of the variables of work motivation and employee loyalty of RSUP dr. Sitanala Tangerang, which shows that all indicators are in the high category, shows that the work motivation of the employees of RSUP dr. The high Sitanala Tangerang can indeed increase the loyalty of the employees of RSUP dr. Sitanala Tangerang.

5. The Influence of Work Motivation on Employee Performance

Based on the results of the study, work motivation has a positive and significant effect on employee performance at RSUP dr. Sitanala Tangerang. This shows the work motivation of RSUP dr. Sitanala Tangerang which is getting higher can improve the performance of employees at RSUP dr. Sitanala Tangerang. As mentioned above, the change of the President Director at RSUP dr. Sitanala Tangerang has raised the work motivation of the employees at RSUP dr. Sitanala Tangerang. This tends to encourage increased employee performance.

The results of this study support the results of research by Thang and Nghi (2022), Raisal et.al (2021), Kuswati (2020), Mohamud, et.al (2017), Ardiansyah, et.al., (2021), Islamiati, et. al., (2021) and Sudarso, et.al., (2020) who concluded that work motivation has a positive and significant effect on employee performance. The results of this study also support the results of research by Noer et.al., (2020), Ardhani and Ratnasari (2019), Wulandari and Bagia (2020), Sutanto and Ariyanto (2018), Mahpudin and Purnamasari (2018), Erri and Fajrin (2018).) and Lusri and Siagian (2017) who also conclude that work motivation has a positive and significant effect on employee performance.

Judging from the results of the descriptive analysis of the variables of work motivation and employee performance of RSUP dr. Sitanala

Tangerang, which shows that all indicators are in the high category, shows that the work motivation of the employees of RSUP dr. The high Sitanala Tangerang can indeed improve the performance of the employees of RSUP dr. Sitanala Tangerang.

6. The Influence of Attitude and Transformational Leadership on Loyalty through Work Motivation

Based on the research results, attitude and transformational leadership have a positive and significant effect on loyalty through work motivation at RSUP dr. Sitanala Tangerang. This shows the influence of work motivation on employee loyalty. Intervention of the influence of attitude and transformational leadership on employee loyalty so that employee loyalty is increasing.

7. Influence of Attitude and Transformational Leadership on Employee Performance through Work Motivation

Based on the results of the study, attitude and transformational leadership have a positive and significant effect on employee performance through work motivation at RSUP dr. Sitanala Tangerang. This shows the influence of work motivation on employee performance. Intervention of the influence of attitude and transformational leadership on employee performance so that employee performance is increasing.

Research Findings

The research found that work attitude and transformational leadership have a simultaneous effect on employees' work motivation. This work motivation intervenes in the influence of employee attitudes and transformational leadership on employee loyalty and employee performance.

Conclusion

Based on the results of research and discussion that have been described, it can be concluded as follows:

1. Attitude has a positive and significant effect on employee work motivation at RSUP dr. Sitanala Tangerang. This shows the attitude of the employees of RSUP dr. Sitanala Tangerang that is good or positive can increase the work motivation of the employees concerned, on the contrary the attitude of employees of RSUP dr. Sitanala Tangerang that is bad or unproductive can reduce the work motivation of the employee concerned.
2. Transformational leadership has a positive and significant effect on employee motivation at RSUP dr. Sitanala Tangerang. This shows the transformational leadership at RSUP dr. Sitanala Tangerang which is considered positive can increase employee motivation at RSUP dr. Tangerang.
3. Attitudes and transformational leadership simultaneously have a positive and significant effect on employee motivation at RSUP dr. Sitanala Tangerang. This shows the attitude and transformational

leadership at RSUP dr. Sitanala Tangerang has succeeded in increasing employee motivation at RSUP dr. Sitanala Tangerang.

4. Work motivation has a positive and significant effect on employee loyalty at RSUP dr. Sitanala Tangerang. This shows that the higher the employee's work motivation, the higher the employee loyalty at RSUP dr. Tangerang.
5. Work motivation has a positive and significant effect on employee performance at RSUP dr. Sitanala Tangerang. This shows the work motivation of RSUP dr. Sitanala Tangerang which is getting higher can improve the performance of employees at RSUP dr. Tangerang.
6. Attitudes and transformational leadership have a positive and significant effect on loyalty through work motivation at RSUP dr. Sitanala Tangerang. This shows the influence of work motivation on employee loyalty. Intervening the influence of attitude and transformational leadership on employee loyalty so that employee loyalty is increasing.
7. Attitudes and transformational leadership have a positive and significant effect on employee performance through work motivation at RSUP dr. Sitanala Tangerang. This shows the influence of work motivation on employee performance. Intervention of the influence of attitude and transformational leadership on employee performance so that employee performance is increasing.

Managerial Implications

Based on the research results, the following can be obtained:

1. Transformational leadership which is the focus of this research can be applied to hospital management systems considering that transformational leadership patterns can change employee attitudes and work motivation for the better.
2. Employees' work attitudes must always be directed in a positive direction considering that employee attitudes directly affect the work motivation of hospital employee.
3. Hospital management must always pay attention to and maintain or even increase the work motivation of its employees because work motivation can improve employee performance and loyalty.

Theoretical Implications

Theoretical implications for employee attitudes indicate that attitudes either directly or indirectly will affect employee satisfaction, both positive and negative influences. The attitude of employees towards the hospital, which is reflected in their discipline towards work processes, has received positive responses from various parties. For this reason, the attitude shown by increasing employee loyalty and performance needs to always be the basis for the success of the hospital in fostering its employees. As the theory of Ogilo, et.al., (2020) which states that every company will always try to increase employee satisfaction with the hope that employee performance will increase. Various ways will be taken by the company in increasing employee satisfaction,

for example by paying attention to conditions that can increase work motivation considering that attitude is an evaluative statement, both pleasant and unpleasant towards objects, individuals or events. It reflects how a person feels about something.

The next theoretical implication is related to transformational leadership which shows that transformational leadership is leadership that is able to inspire, direct and move followers to make changes through empowerment in achieving certain goals. Transformational leadership is also leadership that has the power to influence subordinates in certain ways so that subordinates will feel trusted, valued, loyal and respectful to their leaders and in the end subordinates will be motivated to do more than expected. Burns (2018: 93) argues that transformational leadership is capable of and implements change because transformational leadership provides a clear vision for change, further stated that leaders have clear goals that can guide the organization in new directions, leaders emphasize the importance of seeing new possibilities and promoting a vision for the future exhilarating.

Successful transformational leadership will change employee attitudes and work motivation for the better. Luthans (2017: 85) suggests work motivation as a psychological process through unsatisfied desires, which are directed at achieving goals/incentives. According to Sohail, et.al (2019), work motivation is one of the main elements in a person's behavior. Work motivation is a psychological process, however, this does not

mean that work motivation is the only element that can explain a person's behavior. The basic motive of a person is the person's need for pride and honor and, perhaps material abundance. The motivation that exists in a person is the driving force that will realize a behavior in order to achieve the goal of self-satisfaction. People want to work to meet needs, both conscious needs and unconscious needs or desires; Likewise, people want to work to meet their physical and mental needs. With good and appropriate motivation for employees, it will be very useful to build awareness of the importance of optimal, disciplined and professional work. When viewed in terms of the external motivation that employees get, they do not get good motivation from their superiors or work partners (Hussain, et.al, 2019). For example, when the break has ended but there are still employees who have not entered the office while work has piled up and there are also guests who will consult with the employee so that the guest has to wait too long because there is no boss or co-worker who reprimands the employee for being undisciplined.

This lack of motivation causes a lack of awareness of the employee's job responsibilities. To overcome this, it is necessary to provide motivation to employees so that they will be more motivated to be able to work more disciplined and work more professionally. With good and appropriate motivation aimed at employees, it will greatly assist in the development of the employee's own performance and of course a good impact

for the company so that the company will be more advanced and superior (Saifillah, 2017).

Furthermore, Mahalawat & Sharma (2019) stated that performance is influenced by motivating factors which are manifested in success, rewards, responsibility, work, and self-improvement. The motivator factors in the two-factor theory developed by Mahalawat & Sharma (2019) are none other than the factors that lead to job satisfaction. Meanwhile, Gibson, et.al., (2018: 90) clearly illustrates the reciprocal relationship between work motivation and performance. On the one hand, it is said that work motivation causes an increase in performance so that motivated workers will be more productive.

Transformational leaders are able to bring the organization towards higher performance compared to transactional leaders. The climate and consequences obtained by subordinates from transformational leaders are increased work motivation, enthusiasm, commitment, job satisfaction, welfare and health of subordinates. Furthermore, Bass (2017: 86) says that transformational leadership tends to express the vision and goals of the organization more clearly so that subordinates can identify and tend to have a strong influence on followers, perform better and provide work motivation to their subordinates.

Therefore, it can be said that work motivation affects employee loyalty. Loyalty actually means being loyal. Employee loyalty to the company can be demonstrated by obeying and also implementing the rules that have been set by the company with full awareness and responsibility. Employees with

high loyalty can even sacrifice their time to do company tasks outside of their job description. Hirschman (2020: 125) explains that loyal employees refuse to leave the company, do not complain when they suffer, and believe that everything will be fine.

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