

COREELATION BETWEEN LEADERSHIP STYLE AND EMPLOYEE PERFORMANCE IN THE MANAGEMENT DEPARTMENT OF RSNU TUBAN BASED ON PATH GOAL THEORY

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ABSTRACT

Leadership is a universal phenomenon in collective life, playing a central role in organizational and group dynamics. To achieve common goals, individuals within an organization need to foster unity by following the guidance of their leader. Leadership style is the way a leader performs their role in directing subordinates. This study aims to analyze the relationship between leadership style and employee performance in the management department of RSNU Tuban. A quantitative, analytical, correlational method was employed through an observational approach with a cross-sectional time frame. The study population comprised 130 employees, with a sample of 97 respondents selected through simple random sampling. The independent variable was leadership style, while the dependent variable was employee performance in the management department of RSNU Tuban. Data analysis used the Spearman test. The data collection results indicate a significant relationship between leadership style and employee performance, as evidenced by an Asymp Sig (2-sided) value of 0.000. A lower p-value signifies a higher level of significance in the study. This means the null hypothesis (H₀) is rejected, and the alternative hypothesis (H₁) is accepted. The findings underscore a significant relationship between leadership style and employee performance in the management department of RSNU Tuban.

Keywords: Employee Performance; Leadership Style; Organizational Goals

1. INTRODUCTION

Every human being as an individual and social being, realizes his life for brevity and clarity to develop their unique identity. For this reason, each individual requires collaboration and support with other individuals. In such circumstances, humans try to organize their togetherness, both in the form of small and large groups. On the one hand, this arrangement is intended to protect the human rights of each individual. To control group life and even social life in a broad sense, one or more

leaders are always needed (Ningsih and Dharma, 2022).

Leadership has a central role in organizational and group life. To achieve common goals, people in organizations need to build togetherness by following the guidance of their leaders. The style of leadership is the way a leader carries out his leadership function or carries out his management function in leading his subordinates (Zupri *et al.*, 2022).

The types of leadership according to the goal path theory are as follows: directive leadership type, supportive leadership type,

participative leadership type and achievement-oriented leadership type.

The current phenomenon is the inability of leaders to effectively fulfill their roles in the organization, be it in government offices to public or private hospitals, the most common problem is that leaders often fail to pay adequate attention to their subordinates and the surrounding environment (subordinates) (Ahmad, Haryanto and Habibi, 2021). Subordinates can improve performance when the leader is able to solve all problems. Lack of skills and knowledge reveals one of the weaknesses in management and organization.

There are important factors related to human resources that influence in terms of improving and developing agencies such as: employee performance, employee discipline, employee motivation and others. It can be said that an agency will develop if employee performance, employee discipline, employee motivation is considered good, and vice versa (Sukmawati, Ratnasari and Zulkifli, 2020).

Based on the initial survey, the researchers found problems at NUTuban Hospital related to one of the human resources. This agency needs to pay attention to matters related to human resources such as employee performance, including leadership style factors that can affect worker performance. The leadership style applied by the leadership in this case has not carried out the leadership function properly, such as the lack of communication between the leader and

his subordinates, less attention to employees, the communication function is not going well.

Efforts to assess the success or failure of the leader, among others, are carried out by observing the nature and quality of his behavior which is used as a criterion for assessing his leadership. The traits that must be applied by the leader or director to achieve the vision and mission of the Hospital team work goes well, namely: awareness of purpose and direction, enthusiasm, friendliness, love, compassion, sincere sympathy, concern for humanity, willingness to sacrifice, dedication, open hearts to work together to achieve a particular goal, have the nature of integrity, open, feel united, soul and feeling with subordinates, fate and together in the same struggle. Broad general education and technical mastery. Every leader must be able to make decisions precisely, firmly and quickly and must be able to convince members of the correctness of his decision. Leaders try to make followers willing to support the policies they have taken.

Leaders must display determination. Intelligence, rationality or tendency to think scientifically and objectivity. That is the ability to see, find crucial things, real evidence and understand, understand well and have a rational reason for the cause and effect of each event as well as quickly find a way of resolution. Accompanied by a high imagination and sense of humor and can quickly reduce tension. The belief that members are well led, positively influenced and directed towards the right goals. Whatever the level and wherever it is, a good leader must have authority and advantages or the ability to influence, invite, convince,

motivate and direct subordinates or others to carry out tasks effectively and cooperatively and be responsible for achieving goals.

Based on an initial survey, there is still an influence of leadership style that can affect the performance of workers in the hospital management section.

2. METHOD AND ANALYSIS

The design of this study used in this study is quantitative analysis using a cross sectional time approach. Cross sectional research is a type of research that emphasizes the time of measurement or observation of data between independent and dependent variables only once at a time . A population is a subject or human being who meets the criteria set by the researcher. The population in this study is workers in the management of RSNU Tuban. The instruments used in this study are using questionnaires on employee factors, environmental factors, leadership and performance. Data analysis using SPSS software includes: frequency distribution, percentage, correlation test.

Research design is a planning strategy used to determine a research problem before the final planning of data collection and is used to identify the structure of the research to be carried out (Nursalam, 2020). The design of this study used in this study is quantitative analysis using a cross sectional time approach. Cross sectional research is a type of research that emphasizes the time of measurement or observation of data between independent and dependent

variables only once at a time (Nursalam, 2020). A population is a subject or human being who meets the criteria set by the researcher. The population in this study is workers in the management of RSNU Tuban.

The instrument used in this study was a questionnaire covering employee factors, environmental factors, leadership, and performance. Data analysis was conducted using SPSS software, including frequency distribution, percentage, and contingency correlation tests with a significance level of 0.000. This study has been approved by the Health Research Ethics Committee of the Nahdlatul Ulama Tuban Institute of Health Sciences under approval number: 57/0084223523/LEPK.IIKNU/I/2024.

3. RESULT AND DISCUSSION

Table 1 Characteristics of Respondents by Age

No	Age	Frequency	Percentage (%)
1	20-30	75	77.3%
2	31-40	19	19.6%
3	41-50	3	3.1%
Total		97	100%

Source: Researcher's primary data, 2024

Based on table 1, it is known that 97 (100%) of the respondents showed that most of them were 20-30 years old, as many as 75 respondents with a percentage result (77.3%).

Table 2 Characteristics of Respondents Based on Education

No	Gender	Frequency	Percentage (%)
1	D3 Nursing	25	25.8
2	S1 Nursing	37	38.1
3	S. Kep., Ners	11	11.3
4	D3 Midwifery	9	9.3
5	S1 Midwifery	15	15.5

Total	87	100%
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Source: Researcher's primary data, 2024

Based on table 2, it is known that 97 (100%) of respondents showed that most of the workers were educated in S1 Nursing as many as 37 respondents with a percentage result (38.1%).

Table 3 Overview of employee factors in the management of RSNU Tuban 2024

No	Employee Factors	Frequency	Percentage (%)
1	Good	15	15,5%
2	Medium	81	83,5%
3	Less	1	1.0%
Total		97	100%

Source: Researcher's primary data, 2024

Based on table 3, it is known that 97 (100%) of respondents showed that almost all employees with a moderate employee factor were 81 respondents with a percentage result (83.5%).

Table 4 Overview of environmental factors in the management of RSNU Tuban

No	Environmental Factors	Frequency	Percentage (%)
1	Good	23	23,7%
2	Medium	74	76,3%
3	Less	0	0,0%
Total		97	100%

Source : Primary research data, 2024

Based on table 4, it is known that from 97 (100%) of the respondents showed that almost all employees with moderate environmental factors were 74 respondents with a percentage result (76.3%).

Table 5 Distribution of Leadership in the management of RSNU Tuban 2024

No	Leadership	Frequency	Percentage (%)
1	<i>Directive</i>	23	23,7%
2	<i>Responsive</i>	18	18,6%
3	Partisipativ	15	15,5%
4	Oriented Achievement-oriented	41	42,3%
Total		97	100,0%

Source: Researcher's Primary Data, Year 2024

Based on table 5, it is known that 97 (100%) of respondents show that almost half of the leadership type is oriented as many as 41 with the result of a percentage (42.3%)

Table 6 Distribution of Worker Performance in the Management Section of RSNU Tuban 2024

No	Worker performance	Frequency	Percentage (%)
1	Good	26	26,8%
2	Medium	70	72,2%
3	Less	1	1,0%
Total		97	100%

Source: Researcher's Primary Data, Year 2024

Based on table 6, it is known that 97 (100%) respondents showed that performance in the medium category was 70 with percentage results (72.2%)

Analysis in the study of the Relationship of Leadership Style to Employee Performance in the Management Section of RSNU Tuban Based on the Path Goal Theory, this uses a contingency correlation test using the SPSS software application version 21 for windows, the results of the Asymp sig value were obtained. (2-tailed) = 0.000 which means that the smaller the p-value, the more

significant the results of the study, so that $p = 0.000 < 0.05$ Then H1 is accepted, this shows that there is a Leadership Relationship to Worker Performance in the Management of RSNU Tuban Based on Path Goal Theory.

DISCUSSION

Identification of Employee Factors in the Management Section of RSNU Tuban

The results showed that employee factors in RSNU Tuban are in the good, medium, and less categories. Of the 97 respondents, 83.5% or 81 people were in the “medium” category. This finding is in line with (Fadhilatul Hasnah and Dian Paramitha Asyari, 2022), which states that employee factors have a significant effect on employee performance, and with (Ilham, Lantara and Arfah, 2022) which highlights the importance of potential abilities and skills in achieving optimal performance. (Jaya, Mukhtar and UA, 2020) also confirms that authoritarian leadership style can improve performance through learning goal orientation and is influenced by power distance.

In RSNU Tuban, the “medium” employee factor is shown through employees' willingness to accept supervisor influence and the importance of locus of control in performance. The majority of employees are 22-43 years old with S1 Nursing education and have soft skills that are important for improving performance. In addition, employability is also considered influential, as it can

help employees in their current jobs and support agency competition.

Most employees also agree that influence from superiors is normal in the work environment and important in the success of teamwork. Internal Locus of control is considered important because employees with internal control tend to be more successful in their careers and have high self-motivation.

Identification of Environmental Factors in the Management Section of RSNU Tuban

The results showed that environmental factors at RSNU Tuban were mostly in the “moderate,” category with 76.3% or 74 out of 97 respondents. There were no employees who indicated that environmental factors were in the category of “less.” This finding is in line with (Isdiani and Sudiro, 2019) research emphasizing the importance of task structure to facilitate work and improve time efficiency, as well as (Jayanti and Wati, 2019) research linking work environment with achievement-oriented leadership style.

(Mentang, 2019) research also supports this finding with the view that formal authority in organizations is hierarchical, providing a structure that helps smooth work. The “moderate” environmental factors at RSNU Tuban help employees work more efficiently through work specialization, division of tasks according to fields, and balanced rights and authorities. HR improvement through proper placement of employees on appropriate tasks, as well as good teamwork, also supports optimal employee performance. Strong

collaboration between individuals with different expertise strengthens problem solving and productivity within RSNU Tuban.

Identification of Leadership in the Management Department of RSNU Tuban

The research results indicate that out of 97 respondents, the majority (42.3%) rated achievement-oriented leadership as the most dominant type. A smaller proportion chose directive (23.7%), supportive (18.6%), and participative (15.5%) leadership types. This study supports (Khotimah, 2021) findings, which state that achievement-oriented and participative leadership can improve employee satisfaction and motivation.

Most employees perceive directive leadership, while helpful in guiding and planning tasks, as somewhat rigid and inflexible. Supportive leadership is seen to have a positive impact on employee motivation, as it focuses on their well-being and fosters better work relationships. However, this style is less effective for intellectually challenging tasks. The participative style, while involving employees in decision-making, can sometimes be time-consuming and does not always yield optimal decisions.

Most employees at RSNU Tuban prefer achievement-oriented leadership, as it encourages self-development and performance by setting challenging goals. Achievement-oriented leaders also

provide support in facing challenges, which positively impacts employee performance. However, some employees express concerns that high performance standards might feel too demanding.

In conclusion, leadership style has a positive relationship with employee performance at RSNU Tuban. The right leadership style can enhance employee motivation and productivity, helping them work together to achieve organizational goals.

Employee Performance in the Management Department of RSNU Tuban

According to Table 5.4, 72.2% of the 97 respondents rated performance as moderate. This finding is based on a questionnaire with nine questions completed by management department employees at RSNU Tuban.

This study aligns with (Pawerangi, Amang and Nurpadila, 2023) research, which examined the relationship between leadership style, work motivation, and employee performance. Performance was primarily moderate, and improvement in leadership motivation was suggested. Motivation, along with skills and experience, significantly impacts employee performance. Consistent motivation from leaders positively influences service quality and optimizes employee performance (Wardaningsih, 2023). Employees who actively work to improve their performance contribute to better service delivery, which is essential in a healthcare institution.

The researcher concludes that motivation, relevant skills, personal characteristics, and supportive work

environments are all essential for enhancing employee performance at RSNU Tuban.

Analysis of the Relationship Between Leadership Style and Employee Performance in the Management Department of RSNU Tuban

Based on data collected through questionnaires, this study analyzed the relationship between leadership style and employee performance using the Spearman Rank test in SPSS 21 with a significance level of $\alpha = 0.05$. The result yielded an Asymp Sig (2-sided) value of 0.000, indicating a significant relationship between leadership style and employee performance ($p = 0.000 < 0.05$). Thus, H_0 is rejected, and H_1 is accepted.

This finding aligns with (Petrick *et al.*, 2023) study, which also found that leadership style strongly influences employee performance. A leader's ability to direct and manage employees significantly impacts how well employees fulfill their responsibilities and achieve organizational goals. Furthermore, a positive work environment fosters employee engagement and performance, as employees are more effective when they feel secure and supported.

The study showed that 83.5% of respondents attributed leadership style to employee factors, while 76.3% associated it with environmental factors. Among the leadership styles, achievement-oriented leadership was the most dominant (42.3%), followed by

directive (23.7%), supportive (18.6%), and participative (15.5%).

Achievement-oriented leadership, as theorized by Robert House in the path-goal model, was especially effective in enhancing employee performance. This style motivates employees by setting challenging goals and providing necessary support, fostering respect and teamwork. An achievement-oriented leader who guides employees in overcoming challenges positively impacts their performance and drives organizational success.

4. CONCLUSION

- a. Employee Factors on Leadership. Based on data from 97 respondents, it was found that a small portion of employees (15 respondents or 15.5%) rated their employee factor as good. The majority (81 respondents or 83.5%) rated it as moderate, while a small portion (1 respondent or 1%) rated it as poor.
- b. Environmental Factors on Leadership. Among the 97 respondents, a small number (23 respondents or 23.7%) rated the environmental factor as good, while the majority (74 respondents or 76.3%) rated it as moderate. No respondents rated it as poor.
- c. Leadership Style in RSNU Tuban's Management. It was found that the majority of leaders in the management section of RSNU Tuban apply an achievement-oriented leadership style.
- d. Employee Performance in RSNU Tuban's Management. The

performance of employees in the management section of RSNU Tuban was mostly categorized as moderate, according to the responses of 97 respondents.

- e. The Relationship Between Leadership and Employee Performance. The study shows a significant relationship between leadership style and employee performance, as supported by the theories discussed earlier.

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