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## THE INFLUENCE OF LEADERSHIP STYLE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT MUTIARA CIKUTRA MAIN CLINIC



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### Abstract

This study aims to examine the influence of leadership style and work motivation on employee performance. The research population consists of employees of Klinik Utama Mutiara Bandung. A quantitative associative approach was employed to measure the relationships and effects among variables numerically. The sample included 50 respondents, determined using the Slovin formula with a 5 percent margin of error, comprising medical staff, paramedics, and administrative personnel. The research instrument was a questionnaire based on a five-point Likert scale, developed using indicators derived from relevant literature. Data were analyzed with SPSS software through descriptive statistics, validity and reliability testing, and simple linear regression analysis. The results revealed that, partially, leadership style had no significant effect on employee performance, while work motivation showed a positive and significant impact. However, when tested simultaneously, leadership style and work motivation together demonstrated a significant influence on performance. These findings indicate that effective leadership combined with high motivation can enhance employee performance within Klinik Utama Mutiara Bandung.

**Keywords:** Leadership Style, Performance, Work Motivation

## INTRODUCTION

Performance is a crucial factor in determining the success of an organization, including healthcare institutions such as clinics. Optimal performance not only reflects individual productivity but also indicates the overall effectiveness of the organization's management system (Efendi & Hardiyanto, 2021). In the context of service-oriented organizations like clinics, employee performance has a direct impact on service quality and customer satisfaction (Nurhuda et al., 2020). Therefore, understanding the factors that influence employee performance is essential for improving service quality.

In addition to leadership style, work motivation also plays a vital role in determining employee performance. Motivation refers to the internal and external drives that encourage individuals to work diligently and remain committed to their duties (Fenny & Setyawan, 2024). Various studies have shown that work motivation is significantly correlated with increased productivity and performance quality (Hia et al., 2024). When employee motivation is high, they tend to demonstrate greater initiative, responsibility, and persistence in carrying out their tasks (Aziizah, 2025).

The relationship between leadership style and work motivation is mutually influential. A supportive, communicative, and visionary leadership style can foster employees' intrinsic motivation, ultimately enhancing their performance (Fenny & Setyawan, 2024). Conversely, authoritarian or non-participative leadership may reduce morale and commitment to the organization (Ihsan, 2021). Therefore, an effective leadership style should be able to foster motivation and create a positive work climate (Wibowo & Ramadhani, 2024).

Besides these two main factors, work discipline and the work environment also serve as supporting variables in improving employee performance (Efendi & Hardiyanto, 2021). A comfortable work environment, combined with good discipline, can enhance both motivation and performance (Kurniawan & Saputra, 2025). This indicates that leadership style, work motivation, discipline, and the work environment are interrelated in shaping productive work behavior (Ihsan, 2021).

In the context of Mutiara Cikutra Main Clinic, these factors are highly relevant to study. As a healthcare organization that prioritizes service quality, the clinic requires employees who are highly motivated and led by leaders capable of inspiring and guiding them effectively. This research seeks to analyze the influence of leadership style and work motivation on employee performance, taking into account previous findings as the theoretical foundation (Prabowo, 2024).

It is expected that the results of this study will provide practical contributions to the management of Mutiara Cikutra Main Clinic in formulating more effective and adaptive human resource management strategies in response to changes in the work environment. Moreover, the findings are anticipated to enrich academic discussions regarding the relationship between leadership style, work motivation, and employee performance in the healthcare service sector (Efendi & Hardiyanto, 2021).

In the modern workplace, human resources are a determining factor in organizational success. This is particularly true in the healthcare service sector, such as Mutiara Cikutra Main Clinic in Bandung, where employee performance significantly determines the quality of patient care. High performance depends not only on technical competence but also on the psychological environment and leadership applied by management. Therefore, leadership

style and work motivation are two critical factors frequently examined in relation to improving employee performance.

## **REVIEW OF LITERATURE**

### **Leadership Style**

According to Prasinta et al. (2023), leadership style refers to the manner in which a leader influences and directs subordinates to cooperate in achieving organizational goals. Leadership style reflects the leader's behavior and communication strategy toward subordinates. In general, there are three main styles: authoritarian, democratic, and laissez-faire. The authoritarian style positions the leader as the sole decision-maker, with one-way communication and a high level of control. This style can be effective in emergency situations but may reduce subordinates' participation. Conversely, the democratic style emphasizes active participation, open communication, and trust in employees when making decisions. Meanwhile, the laissez-faire style grants broad freedom to subordinates to work according to their own methods, with the leader acting merely as a facilitator.

Previous studies have shown that leadership style is closely related to employee performance. Adriyanti et al. (2023) found that leadership style and work motivation have a positive and significant effect on employee performance at Bank Sulselbar, Jeneponto Branch. Similarly, Azmi et al. (2022) revealed that leadership style significantly contributes to improving employee performance, with a coefficient of determination of 70.8% (Nabil Azmi et al., 2022). However, Fatin and Yanuar (2025) reported different results, indicating that leadership style does not have a significant effect on performance, while work motivation partially mediates the relationship. Hamidah et al. (2023) also found that at CV Sumber Baru Teknik Surabaya, leadership style had no significant influence on employee performance, whereas motivation and work discipline had a strong effect on work outcomes.

These differing findings suggest that the influence of leadership style is not absolute but contextual, depending on the type of organization and employee characteristics. Therefore, research within the clinical setting, such as Mutiara Cikutra Main Clinic, is essential to understand the most effective leadership approach in enhancing the performance of both medical and administrative personnel.

### **Work Motivation**

Work motivation represents internal and external forces that drive an individual to perform better in achieving organizational goals. According to Muh Hizbul Muflihah (2024), work motivation is based on three primary needs in McClelland's theory: the need for achievement, the need for affiliation, and the need for power.

Previous research supports the notion that work motivation positively influences performance. Adam et al. (2021) found that motivation and leadership significantly affect performance, while job satisfaction strengthens this relationship. Likewise, Ratnasari and Sutjahjo (2021) stated that leadership, organizational culture, motivation, and work environment simultaneously have a significant effect on employee performance. However, Tanjung et al. (2023) reported different results, showing that work motivation did not significantly influence performance, while communication and work environment had a stronger impact.

Similarly, Budhiarto (2023) found that work motivation did not have a significant effect on employee performance at the Social Services Department, although work ability was the dominant variable. These findings indicate that the influence of motivation on performance can vary depending on the reward system, organizational culture, and employees' psychological needs.

### **Employee Performance**

Performance, both individual and group, plays a crucial role in the sustainability of an organization. Through performance, organizations can assess the extent to which their predetermined goals have been achieved (Muji, 2022). Employee performance is defined as the work results achieved by an individual according to their responsibilities and the standards set by the organization. According to Budiyanto and Mochklas (2020), performance encompasses an individual's ability to carry out tasks in terms of quality, quantity, timeliness, responsibility, and teamwork.

In the context of healthcare services, good performance is not only measured by efficiency and service speed but also by the accuracy of medical procedures, compliance with protocols, and empathy toward patients. Based on the theories discussed above, it can be assumed that the more effective the leadership style applied by leaders and the higher the employees' work motivation, the better the performance of employees at Mutiara Cikutra Main Clinic. This assumption aligns with previous studies indicating a positive and significant relationship between leadership style, work motivation, and employee performance.

However, every organization possesses distinct characteristics and workplace dynamics, making it necessary to reexamine how these two variables apply in the context of private healthcare institutions such as Mutiara Cikutra Main Clinic. Djalola (2019) found that leadership style, work motivation, and organizational culture have a positive and significant effect on employee performance at PT Bank BNI Syariah Palu, although different results have been reported in other studies.

To support this research, a five-point Likert scale questionnaire (1 = strongly disagree to 5 = strongly agree) was employed. Each item was developed based on indicators adapted from validated literature. The leadership style variable ( $X_1$ ) was measured through aspects such as the leader's ability to direct and control subordinates (authoritarian style), the ability to involve and trust subordinates in decision-making (democratic style), and the ability to grant autonomy and independence (*laissez-faire* style) (Jani Prasinta et al., 2023). The work motivation variable ( $X_2$ ) was measured based on McClelland's three needs: achievement, affiliation, and power (Muflihin, 2024). Meanwhile, the employee performance variable ( $Y$ ) was measured using five indicators — work quality, work quantity, timeliness, responsibility, and teamwork (Budiyanto & Mochklas, 2020).

Based on these theories and previous research findings, it can be assumed that leadership style and work motivation play crucial roles in improving employee performance, especially in healthcare organizations. An effective leadership style can create a positive work atmosphere, while high work motivation encourages employees to contribute more optimally toward achieving organizational goals. The relationship among these variables can be illustrated in the following research model.

## RESEARCH METHOD

This study employs an associative quantitative approach to examine the relationship and influence between leadership style, work motivation, and employee performance at Mutiara Cikutra Main Clinic. Data were collected through a five-point Likert scale questionnaire distributed to 50 respondents, determined using the Slovin formula with a 10% margin of error from a population of 120 employees. The proportionate random sampling technique was applied to ensure that medical personnel, paramedics, and administrative staff had proportional opportunities to be selected as samples. The research was conducted from September to October 2025 in Bandung. Primary data were obtained from the questionnaire results, while secondary data were derived from literature, journals, and organizational documents.

The questionnaire instrument was developed based on indicators drawn from theories found in the literature. The leadership style variable ( $X_1$ ) was measured using three indicators according to Prasinta et al., (2023):

1. the leader's ability to direct and control subordinates (authoritarian style),
2. the ability to involve and trust subordinates in decision-making (democratic style), and
3. the ability to grant freedom and independence in task execution (laissez-faire style).

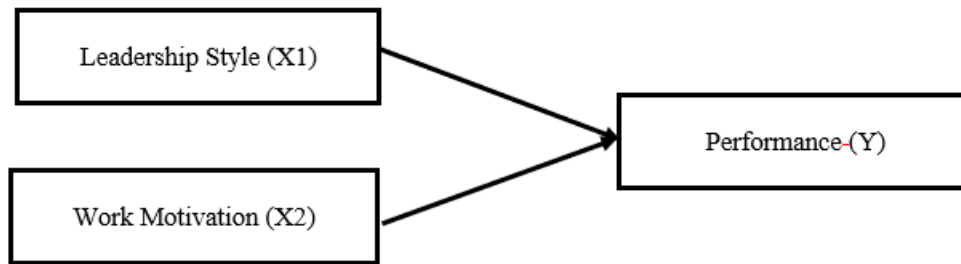
The work motivation variable ( $X_2$ ) was measured using three indicators based on McClelland's theory of needs as developed by Muflihin (2024), which include:

1. the need for achievement,
2. the need for affiliation, and
3. the need for power.

Meanwhile, the employee performance variable ( $Y$ ) was measured using five indicators according to Budiyanto and Mochklas (2020), namely:

1. work quality,
2. work quantity,
3. timeliness,
4. responsibility, and
5. cooperation.

Data collection was carried out through the distribution of questionnaires, both directly and online via Google Forms, to the 50 predetermined respondents. Each statement was rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The collected data were analyzed using SPSS software through several stages: descriptive analysis, validity testing, reliability testing, and simple linear regression analysis. The validity test was conducted to ensure the accuracy of the instrument, while the reliability test was used to assess its consistency. Furthermore, regression analysis and the coefficient of determination ( $R^2$ ) were employed to measure the influence of leadership style ( $X_1$ ) and work motivation ( $X_2$ ) on employee performance ( $Y$ ), both partially and simultaneously. Through this approach, the study is expected to provide empirical evidence of the positive and significant influence of leadership style and work motivation on employee performance at Mutiara Cikutra Main Clinic.



**Figure 1.**  
**Research Model**

**RESULTS AND DISCUSSION**

**Instrument Testing**

Instrument testing was conducted through validity and reliability tests to ensure that each questionnaire item accurately and consistently measures the intended constructs. Once the instrument was confirmed valid and reliable, further analysis was performed using simple linear regression to examine the influence of the independent variables — leadership style (X<sub>1</sub>) and work motivation (X<sub>2</sub>) — on the dependent variable, employee performance (Y).

**Validity Test**

**Table 1.**  
**Validity Test Results**

Statement Item	Score Range	Criteria	Description
Leadership Style (X <sub>1</sub> )	0.740 – 0.937	> 0.300	Valid
Work Motivation (X <sub>2</sub> )	0.628 – 0.953	> 0.300	Valid
Performance (Y)	0.359 – 0.921	> 0.300	Valid

Based on Table 1, all questionnaire items for each variable were declared valid. The interpretation is as follows:

1. Leadership Style (X<sub>1</sub>): The correlation scores ranged from 0.740 to 0.937, exceeding the threshold of 0.300. This indicates that all items used to measure leadership style have good validity and accurately capture the construct.
2. Work Motivation (X<sub>2</sub>): The scores ranged from 0.628 to 0.953, also above the 0.300 criterion, meaning the items measuring work motivation are valid and effectively reflect respondents’ motivational constructs.
3. Employee Performance (Y): The scores ranged from 0.359 to 0.921, indicating that all items are valid and appropriately measure employee performance.

Overall, all items across the three variables meet the minimum validity requirement (>0.300), confirming that the research instrument is suitable for measuring the intended variables.

**Reliability Test**

The reliability test was performed using Cronbach’s Alpha. An instrument is considered reliable if the alpha value is ≥ 0.70.

**Table 4.**  
**Reliability Test Results**

Variable	Number of Items	Cronbach's Alpha	Criteria
Leadership Style (X <sub>1</sub> )	9	0.947	Reliable
Work Motivation (X <sub>2</sub> )	9	0.95	Reliable
Employee Performance (Y)	10	0.937	Reliable

An instrument with a Cronbach's Alpha value of  $\geq 0.70$  demonstrates a good level of internal consistency across different situations. Based on Table 4, all research variables recorded Cronbach's Alpha values exceeding the minimum threshold of 0.7. This indicates that each variable has high reliability and is suitable for subsequent regression analysis. Statistically, these findings show that the questionnaire items possess strong internal consistency, meaning all items are valid and do not require elimination or revision.

**Coefficient of Determination and F-Test**

**Table 5.**  
**Coefficient of Determination and F-Test Results**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.940 <sup>a</sup>	.884	.879	2.896	178.981	0.000

Based on the analysis presented in Table 5, the correlation coefficient (R) was 0.940, indicating a very strong relationship between leadership style and work motivation with employee performance. The coefficient of determination (R<sup>2</sup>) was 0.884, suggesting that 88.4% of the variation in employee performance is explained by the two independent variables, while the remaining 11.6% is influenced by other factors outside the research model. The F-test result shows an F-value of 178.981 with a significance level of 0.000 < 0.05, confirming that leadership style and work motivation simultaneously have a significant effect on employee performance improvement.

**t-Test (Partial Test)**

**Table 6.**  
**t-Test Results (Partial Influence)**

Coefficient	B	SE	B	t	Sig.	Conclusion
(Constant)	6.324	1.725		3.665	0.001	-
Leadership Style (X <sub>1</sub> )	0.124	0.096	0.135	1.291	0.203	Significant
Work Motivation (X <sub>2</sub> )	0.790	0.101	0.819	7.822	0.000	Insignificant

Based on the results above, the regression equation can be formulated as:

$$Y = 6.324 + 0.124X_1 + 0.790X_2$$

The results indicate that work motivation has a positive and significant influence on employee performance, while leadership style does not show a significant effect. Sari et al. (2024) found that work motivation plays a crucial role in improving employee performance

— employees with higher motivation levels tend to demonstrate greater productivity and commitment to their work. Conversely, leadership style did not have a direct significant effect on performance. Similar findings were reported by Idris et al. (2022), who stated that although leadership style contributes to shaping the work environment, the primary factor determining performance remains employees' internal motivation.

## CONCLUSION

Based on the results of data processing and multiple linear regression analysis, it can be concluded that work motivation ( $X_2$ ) has a positive and significant effect on employee performance ( $Y$ ), while leadership style ( $X_1$ ) has a positive but not significant partial effect. However, when analyzed simultaneously, both variables contribute significantly to improving performance. This indicates that employee performance at Mutiara Cikutra Main Clinic is greatly influenced by both internal and external motivational drives, as well as by the extent to which leadership is able to create a supportive work environment. These findings highlight the importance of human resource management that focuses on enhancing motivation and employee empowerment.

The managerial implications of this research suggest that clinic management should strengthen factors that drive employee motivation.

1. Develop a transparent reward and recognition system to encourage employees' achievement motivation and foster a sense of accomplishment.
2. Enhance two-way communication between leaders and staff so that employees feel heard, respected, and involved in decision-making processes.
3. Implement career development and continuous training programs, as opportunities for growth have been proven to be among the most effective sources of motivation.

Furthermore, the study indicates that leadership style should move toward a participative and transformational approach, which not only supervises but also inspires employees to work independently and responsibly. By implementing these managerial strategies, employee performance is expected to improve sustainably, ultimately enhancing the quality of healthcare services and strengthening the professional image of Mutiara Cikutra Main Clinic in the eyes of the public.

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