The Influence of Leadership, Compensation on Nurses' Performance in the Mother and Child Hospital "Fatimah" Lamongan

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Abstract. Human resource is one of the important resources in the organization, both organizations engaged in manufacturing or service areas. Research conducted at the Mother and Child Hospital "Fatimah" Lamongan measured the performance of nurses through the leadership in the hospital and through the compensation variables they get while working. This performance measurement used questions on leadership variables and compensation variable questions having been tested for validity and reliability then tested and got the results of Multiple Linear Regression Equations $Y = 12,208 + 0.049X1 + 0.155X2 + e$, the value of t-test X1 of 1.29 with a significant level of 0,200 or greater than 0.05; the value of t-test X2 of 1.655 with a significant level of 0.102 or greater than 0.05, while for the goodness of fit test, based on the results of the analysis of R2 obtained 0.086 or 8.6%. This shows the contribution of the influence of variables X1 and X2 to Y of 8.6%, the remaining 91.4% was influenced by other factors outside this study.

**Keywords:** Leadership, Compensation, Nurse performance.

1 Introduction

Human Resource (HR) is one of the most important resources in an organization [1]–[4], including organizations engaged in the health service business sector/ hospital, because the very important role and function cannot be replaced by other resources [5]. On its development, human resources can no longer be seen only as a tool in a company[6], but must be regarded as an asset or human capital that is very valuable and can be multiplied, developed and also not considered as (a burden) [7], [8]. The more qualified human resources, the more assets owned by the hospital and will make it easier for hospitals to achieve their goals. In that case, the hospital needs to manage assets carefully [9]–[11], taking into account several aspects that may affect the performance of quality human resources. Thus, it can produce good performance output in accordance with the targets set by the hospital [12]–[14]. The success of a hospital in achieving its goals, good or bad performance of a hospital is strongly influenced by the performance of every individual in the hospital [10]. According to Mathis and Jackson [15], [16] performance is what employees do and don't do. Employees' performance affects how much they contribute to the organization including, the quantity of output, the quality of the output, the period of output, attendance at work, and cooperative

attitude. Compensation received by individuals or employees who work in an organization or company is generally in the form of finance received directly by employees such as salaries, wages, bonuses, incentives, commissions and there are also indirect gifts including involving employees in the labor insurance program, health insurance, pension insurance [17], [18]. In addition to the above financial compensation, there are also compensation that is not in financial form but it can also affect employees' satisfaction such as responsibilities, opportunities for recognition, opportunities for promotion, or from the psychological and / physical environment in which the person is located, like pleasant coworkers, healthy policies, and job sharing.

Performance can be defined as the willingness of a group or person to do some activities and perfect it related to the responsibilities and expected results [19], [20]. The notion of performance, if related to a noun which an entry is a job result (thing done), is that a person or group of people in a company can achieve according to responsibilities and the authority in efforts to achieve the goal of company legally, not violating the law, and not conflicting with morals or ethics [21], [22]. The process of evaluating how well employees do their work when compared to a set of standards and then communicating that information to the employees is called performance appraisal. It is also called improvement of employee, evaluation of employee, review of performance, evaluation of performance and evaluation of outcome.[23], [24]. Dimension or performance standards include four aspects, [22], [25]: namely: a) Quantity of work is the work that is measured based on the speed and work volume produced, b) Quality of work is the quality of work results whose measurements are based on accuracy, skills, tidiness and the least errors in carrying out work, c) Dependability is a dimension of employee performance regarding to compliance with instructions, on time, initiative and the habit of maintaining work safety, d) Attitude regarding to the positive attitude of employees towards institutions and jobs, and being able and willing to work with colleagues. Employee performance according to Luthans, is the quantity, quality of products or services provided by someone who does the work which includes work quality, work quantity, cooperation, initiative and personal quality [26]–[29].

According to Danim leadership is a human factor binding a group together and motivating towards certain goals, both in the short and long term. This means that leadership and motivation have a strong bond [30]. A person who carries out the leadership function must at least have the requirements or attributes of devotion to God Almighty, high intelligence, a strong physical, being knowledgeable, confidence, can be a group member, being fair and wise [31]–[33]. Leadership is the process by which a person, or group of people (teams) influences another person (team), inspiring, motivating, and directing their activities to achieve goals or objectives [34], [35]. Leadership is positive knowledge influencing people and systems to have a useful impact and to achieve the desired results [36]. Leadership is an activity that influences people to like to try to achieve the goals [37], [38] The role of the manager is as a leader. The manager shows people how to defend themselves rather than making people dependent. In conventional organizations, managers are at the top of the pyramid. Subordinates help managers do the work to get success. However, in empowerment organizations, leaders work and provide support for their subordinates. According to Rivai [6] and Sagala[39] compensation is something that employees receive as a substitute for their service contributions to the company. Moorhead and Griffin say compensation is the total amount of money (money, salaries, commissions), incentives, benefits, privileges, and gifts given by the organization[40]. The purpose of this compensation system in most organizations is attracting, retaining and motivating the qualified employees. The compensation must be fair and consistent to ensure equality of treatment and compliance with the law. Compensation

must also be a fair appreciation and individual contribution to the organization, although these contributions are difficult or even impossible in most cases. At last, the system must be competitive with the market of external labor so that the organization can attract and retain competent workers in appropriate fields[40, p. 158]. In the study conducted by Nahid Nederi and Leyla Jadidi [41] stated that leadership style and culture of organizational positively affected employee performance, because leadership is the main motivator of performance in organizations. The equation in this research is examining the variables of leadership, culture of organization, and performance of employee. The research showing the relationship between compensation variables and loyalty to performance are carried out by Darma and Supriyanto[42]. Compensation, in the form of salary, wages, bonuses and others, directly had a positive effect on employee performance. Empirical studies conducted by Manurung [43], proved that compensation has an influence on employee loyalty. Compensation is divided into direct and indirect compensation. In addition to influencing employee loyalty, compensation also empirically affects employee performance, Darma and Supriyanto [42]. Compensation such as salary, wages, bonuses, facilities, travel programs, and holiday allowances has a positive effect on employee performance. The higher compensation provided by the company to its employees, the more satisfaction the employee have. If the employee feels satisfied of what he has achieved, it can improve their performance.
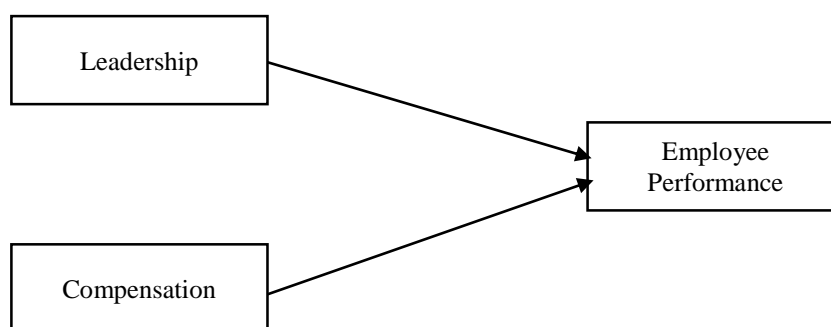
Fig 1. Regression Analysis Model

2 Methodology

This research used explanatory research methods with survey techniques aiming at testing hypotheses between hypothesized variables or explain the effect of causal relationships between variables through hypothesis testing. Hypothesis testing based on Singarimbun is a study aimed at explaining the causal relationships between research variables and testing hypotheses formulated[44]. The scope of this research is specifically included in human resource management (HRM), which focuses on performance variables, especially those concerning the influence between variables, leadership, and compensation for performance. The population in this study was all nurses RSIA "Fatimah" Lamongan about 75 people consisting of several divisions, including nursing divisions, administrative divisions, general divisions, and service divisions. Because the number of population numbers were relatively small, all population members will be the object of research. This method is called the census method. The research variable is a trait, the value of people or objects that have variations

between one another in the group [45]. Based on literature review and hypothesis formulation, the variables in this study are: a) Exogenous variables in this study were Leadership (X1), and Compensation (Y2); (X2); b) Endogenous variable in this study was Employee Performance (Y2). The type of data in this study consisted of quantitative data. Quantitative data in the form of numbers or symbols. This data source uses primary data. Primary data is data obtained directly from respondents through questionnaires given to all research objects namely all nurses in RSIA "Fatimah" Lamongan. The data collection technique of this research was conducted by survey method on respondents, namely nurses RSIA "Fatimah" Lamongan ". The results of filling out the questionnaire are respondents' answers which are data on statements or questions or employee perceptions of the measured variable

The research instrument is a tool used to measure observed natural and social phenomena. The variables in this measurement were measured using a Likert scale. Likert scale is a form of scale that indicates the answer from the respondents agree, or disagree with the questions about an object. The Likert scale measurement method consists of five answer ranges. Categorization of answers is explained as follows: 1) Strongly disagree (1), 2) Disagree (2), 3) Neutral (3), 4) Agree (4), 5) Strongly agree (5).

This instrument will be tested using validity and reliability tests. Validity test is done by Pearson's product moment correlation technique conducted by correlation between the value obtained from each question item with the total value. Sugiyono (2012: 172) states that an item is declared valid if the Pearson product moment correlation index (r) ≥ 0.3. Pearson's product moment index (r) can be found using the following formula:

$$r = \frac{N(\sum X) - (\sum X \sum Y)}{\sqrt{[N\sum X^2 - (\sum X)^2] - [N\sum Y^2 - (\sum Y)^2]}}$$

Information :
r = correlation coefficient
X = Item score
Y = Total score of the item
N = number of samples (respondents)

A reliable test is a measuring instrument said to be reliable if the tool in measuring a different phenomenon always measures the extent to which the measuring instrument can be trusted and reliable. Malhotra (2006: 75) states an instrument is called reliable if the Cronbachalpha value is greater or equal to 0.6. The Cronbachalpha formula is as follows:

$$r_i = \left[\frac{k}{k-1}\right]\left[1 - \frac{\sum ab^2}{\sigma t^2}\right]$$

Where :
r_ (i): Instrument reliability
k: The number of questions
$\sum ⟦ab⟧ \wedge 2$: Number of item variances
$⟦\Sigma t⟧ \wedge 2$: Total variance

This study used a causal model of the effect of exogenous variables on endogenous variable. To test the variables that will be proposed in this study, the technique used was a regression analysis technique with the 25th SPSS (Statistical Product and Service Solutions) program package.

3 Result and Discussion

The classic assumption test results show the following results:

1. Normality Test

Table 1. One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual		
N		75
Normal Parameters(a,b)	Mean	.0000000
	Std. Deviation	2.95589813
Most Extreme Differences	Absolute	.125
	Positive	.087
	Negative	-.125
Kolmogorov-Smirnov Z		1.080
Asymp. Sig. (2-tailed)		.194

a Test distribution is Normal.
b Calculated from data.

Conclusion:
From the above output, it can be seen that the significance value (Asymp.Sig 2-tailed) is 0.194. Because the significance is more than 0.05 (0.194> 0.05), the residual value is normal.

2. Multicolinearity Test

Table 2. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	12.208	2.576		4.740	.000		
	X1	.049	.038	.156	1.293	.200	.874	1.145
	X2	.155	.093	.200	1.655	.102	.874	1.145

a Dependent Variable: Y

Conclusion:
From the above results, it can be seen that the variance inflation factor (VIF) value of the two variables, X1 and X2 is 1.145 smaller than 10 and Tolerance is more than 0.100, so it can be concluded that there is no multicollinearity problem between the independent variables.

3. Heteroscedasticity Test

Table 3. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.375	1.423		5.182	.000
	X1	-.042	.021	-.230	-1.983	.051
	X2	-.109	.052	-.245	-2.110	.038

a Dependent Variable: ABS_RES

Conclusion:
From the above output, it can be seen that the significance value of the X1 variable is more than 0.05, so there is no heteroscedasticity problem in the regression model. While for the X2 variable, the significance value is less than 0.05, it can be concluded that there is a heteroscedasticity problem in regression model.

4. Double Regression Test

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.294(a)	.086	.061	2.997

a Predictors: (Constant), X2, X1

Table 5. ANOVA(b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	60.984	2	30.492	3.396	.039(a)
	Residual	646.563	72	8.980		
	Total	707.547	74			

a Predictors: (Constant), X2, X1
b Dependent Variable: Y

Table 6. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.208	2.576		4.740	.000
	X1	.049	.038	.156	1.293	.200
	X2	.155	.093	.200	1.655	.102

a Dependent Variable: Y

Conclusion:
1. Multiple Linear Regression Equations
    Y = 12,208 + 0.049X1 + 0.155X2 + e
2. T-Test
a. T- test for X1
    T- test value of 1.293 with a significant level of 0.200 or greater than 0.05; this shows that X1 has no effect on Y
b. t test for X2
    T- test value of 1.655 with a significant level of 0.102 or greater than 0.05; this shows that X2 has no effect on Y
3. Goodness of Fit Test
a. Based on the results of the analysis R2 obtained 0.086 or 8.6%, it shows the contribution of the influence of variables X1 and X2 to Y of 8.6%, the remaining 91.4% is influenced by other factors outside this study.
b. Fuji value of 3.396 with a significant level of 0.039 or less than 0.05, it can be concluded that the regression equation is declared as good of fit

Acknowledgement

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