



Nurse performance viewed from motivation discipline leadership and environment

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ABSTRACT

Employee performance is very important for a business to be successful and achieve its goals. This research is urgent to do because it provides a better understanding of the factors that influence the performance of nurses at Bung Karno General Hospital, Surakarta. This study aims to determine the effect simultaneously or partially of motivation, discipline, leadership and environmental variables on the performance of nurses at the Bung Karno Regional Public Hospital, Surakarta. This research method uses a quantitative research design. The sample in the study was 80 nurses at the Bung Karno Regional Public Hospital in Surakarta who were taken using a census or saturated sampling technique. Data collection used a questionnaire. The data analysis technique used statistical analysis, namely multiple linear regression test, F test, t-test, and coefficient of determination. The results showed that motivation, discipline, leadership and the environment had a significant effect on the performance of nurses at the Bung Karno Regional Public Hospital in Surakarta, both partially and simultaneously.

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INTRODUCTION

Human resources (HR) are very important for businesses in this era of globalization because, even with the best equipment, a business cannot function properly without skilled and motivated people. Employees are an asset to the company, therefore it is their responsibility to ensure that they continue to feel safe and comfortable while doing so. Employees are required to carry out their responsibilities with full responsibility and continue to improve their performance because the company is a place where they can get income.

Performance is a real behaviour that is shown by all as work achievements created by employees according to their position in the organization (Pusparani, 2021). For a business to be successful and achieve its goals, employee performance is very important (Wati & Amrulloh, 2022). One of the key elements that can affect organizational growth is employee performance.

Motivation is one of the factors that influence employee performance. Motivation in a person can move and direct his behaviour to fulfil certain goals. Sugiono, Efendi, and Al-Afgani (2021) stated that work motivation has an important role in terms of growing passion, and feeling happy

and enthusiastic to work optimally. Employees who have strong work motivation will have a lot of energy to carry out activities.

Work discipline is one of the factors that influence nurse performance. Because without work discipline, all activities will give inappropriate results and will not go according to plan. According to the research conducted Purnawijaya (2019) proving work discipline has a positive effect on employee performance.

A leader is someone who can influence other people or groups of people to behave and act to achieve common goals. Study Afandi & Bahri (2020) show leadership is very important in managerial terms, because of leadership, the management process will run well and employees will be passionate about doing their jobs.

The work environment is something that exists around employees that can influence employee job satisfaction in carrying out their work so that maximum work results will be obtained. Study from Yuliantari & Inscription (2020) states that the work environment has a very positive effect on improving performance, meaning that there is a very strong and positive relationship between the work environment and performance. Performance improvement is greatly influenced by the environment because, with a comfortable environment, employees will work well too.

Internal factors (motivation and discipline) and external factors (leadership and work environment) above can improve employee performance. These employee performance factors are also of concern to the management of the Bung Karno Regional Public Hospital (RSUD) Surakarta City. As a referral hospital for Covid-19 patients, one of the health workers, namely nurses, is always on standby 24 hours to provide nursing services amid an increasing surge in Covid-19 patients. Nurses are the Care Provider Professionals who directly provide services to patients so issues of motivation, discipline, leadership and work environment still greatly affect the improvement of nurse performance.

The Covid-19 outbreak has become an obstacle for nurses in carrying out their duties because of the many tasks they have to complete which keeps them from going home and the high risks they face when they have to take care of Covid-19 patients directly. The management of the Bung Karno Regional Public Hospital even tried to recruit volunteers, especially nurses, to help deal with the soaring number of patients.

Based on the results of an initial interview conducted by the researcher with the Director of the Bung Karno Hospital, it is known that the Covid-19 patients being treated reached their peak in the shift from July to August. The number of Covid-19 patients being treated has reached 70 people. Patients are lining up to enter the Emergency Room (IGD).

As a result, there is a discrepancy (gap) between the real situation and ideal expectations. It is assumed that the nurse's performance is below standard because of the imbalance or gap and the high burden (overload) it causes. In this situation, the nurse's leadership, work environment, and incentive and disciplinary characteristics also influence how well the nurse performs.

This research makes an important contribution to the field of knowledge about nurse performance by highlighting the role of motivation, discipline, leadership, and the work environment. The implications in the field of sciences include improving human resource management in health services as well as improving service quality and patient satisfaction. Through the implementation of the findings of this study, it is hoped that there will be an increase in the performance of nurses and better services in the context of health care.

RESEARCH METHOD

This research uses a quantitative descriptive approach. In this quantitative descriptive study, the authors focused on the performance of nurses in terms of motivation, discipline, leadership and the environment at Bung Karno Regional Public Hospital, Surakarta. The population in this study were all nurses at the Bung Karno Regional Public Hospital in Surakarta, totalling 80 nurses. The samples taken in this study were 80 nurses using a census sampling technique.

Data collection using a questionnaire technique. The employee performance questionnaire consists of 5 statement items with indicators: quality, quantity, time, cost reduction, supervision, and relations between employees (Widyastuti & Budiyanto, 2022). The work motivation questionnaire consists of 5 statement items with indicators: physical needs, security needs, social needs, need for appreciation, need for encouragement to achieve goals (Hulu et al., 2021). The work discipline questionnaire consists of 5 statement items with indicators: goals and abilities, exemplary leadership, fairness, inherent supervision, punitive sanctions, firmness, human relations (Rosalini et al., 2022). The leadership questionnaire consists of 5 statement items with indicators: decision-making ability, motivational ability, communication ability, ability to control subordinates, responsibility, and ability to control emotions (Setiawan & Pratama, 2019). The work environment questionnaire consists of 5 statement items with indicators: working atmosphere, relationships with colleagues, and availability of work facilities (Ultia, 2018).

Before the questionnaires were distributed, the researcher first conducted an instrument test consisting of validity and reliability tests which were given to 20 respondents outside the research sample. From the results of the validity test, it is known that the r value for each item is > 0.444 so it can be said that all research variable items are valid to be used as instruments in research. The reliability test results have a Cronbach's Alpha value of more than 0.6. Then the instrument is declared reliable.

After the data has been collected, a classic assumption test is carried out to test the quality of the data so that the validity of the data is known and avoid biased estimates. This classic assumption test consists of a normality test, multicollinearity test, and heteroscedasticity test. The hypothesis test consists of a Significance Test (t-test), an F test, a Coefficient of Determination Test (R^2), and a Multiple Regression Test.

RESULTS AND DISCUSSIONS

Normality test

Data normality can be seen using the Kolmogorov-Smirno Normal test if the significant value is > 0.05 , then the data is distributed normally, and conversely, if the significant value is < 0.05 , the data is not normally distributed (Ghozali & Ratmono, 2017).

Table 1. Data normality test results
One-Sample Kolmogorov-Smirnov Test

	X1	X2	X3	X4	Y
Kolmogorov-Smirnov Z	1.193	1.006	1,149	1.207	1.213
asympt. Sig. (2-tailed)	,116	,264	,143	,108	,106

From the table above, it can be seen that the Asymp sig value > 0.05 , can be stated that the data is normally distributed.

Heteroscedasticity Test

The test method uses a plot graph between the predicted value of the dependent variable, namely ZPRED, with the residual SRESID.

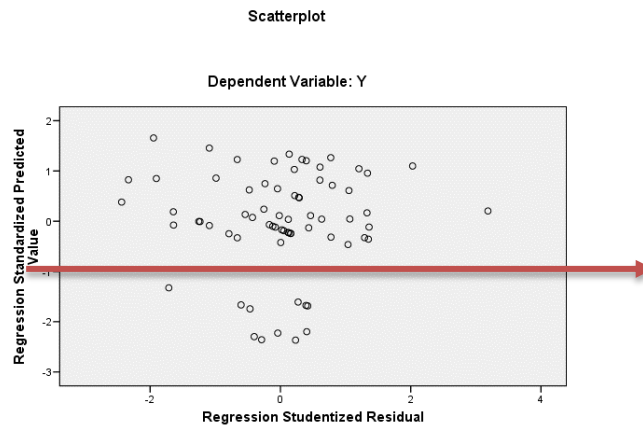


Figure 4. Heteroscedasticity test diagram

Based on the norm provisions, in the scatterplot presentation, no clear patterns are found, and the points spread above and below 0 on the Y axis, so there is no heteroscedasticity.

Multicollinearity Test

To detect whether there is multicollinearity in the regression model, it can be seen from the tolerance value and variance inflation factor (VIF). Test norm, if the tolerance value is > 0.10 and the VIF value is < 10, there are no symptoms of multicollinearity.

Table 7. Multicollinearity test results
Coefficients^(a)

Model	Unstandardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error			tolerance	VIF
1 (Constant)	,071	1,087	.065	,948		
X1	,403	.089	4,523	,000	,503	1,988
X2	,183	.080	2,273	.026	,438	2,285
X3	,216	.092	2,342	.022	,388	2,577
X4	,204	,100	2,040	.045	,349	2,865

a Dependent Variable: Y

Significance Test (t-test)

The t-test is used to know whether the independent variable is partial to the dependent variable and whether the effect is significant or not (Sugiyono, 2019). If $t_{count} < t_{table}$ so H_0 is accepted then variable X does not affect variable Y, and conversely if $t_{count} > t_{table}$ so H_0 is rejected then variable X affects variable Y. The complete t-test results can be seen in the table below:

Table 8. Significance test (t-test)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,071	1,087		.065	,948
X1	,403	.089		4,523	,000
X2	,183	.080	,373	2,273	.026
X3	,216	.092	,201	2,342	.022
X4	,204	,100	,220	2,040	.045

a Dependent Variable: Y

The t_{count} value can be obtained from the formula $df = nk - 1$ or $80 - 4 - 1 = 75$, so the t_{table} value can be obtained, which is 1.997. The test criteria are if the significance value is < 0.05 and $t_{count} > t_{table}$

H0 is rejected (there is influence) and vice versa if the significance value > 0.05 and $t_{\text{count}} < t_{\text{table}}$ then H0 is accepted (no effect) then the hypothesis is as follows:

The t_{count} value for the motivation variable (X1) is 4.523 while the t_{table} is 1.997 and the significance is 0.000, so $t_{\text{count}} > t_{\text{table}}$ and significance < 0.05 , namely Ha is accepted, meaning that motivation (X1) partially affects nurse performance (Y).

The t_{count} value for the work discipline variable (X2) is 2.273 while the t_{table} is 1.997 and significance 0.001 then $t_{\text{count}} > t_{\text{table}}$ and significance < 0.05 ie Ha is accepted, meaning that work discipline (X2) partially affects nurse performance (Y).

The t_{count} value for the leadership variable (X3) is 2.342 while the t_{table} is 1.997 and the significance is 0.008, so $t_{\text{count}} > t_{\text{table}}$ and significance < 0.05 ie Ha is accepted, meaning that leadership (X3) partially affects nurse performance (Y).

The t_{count} value for the work environment variable (X4) is 2.040 while the t_{table} is 1.997 and the significance is 0.013, so $t_{\text{count}} > t_{\text{table}}$ and significance < 0.05 ie Ha is accepted, meaning that the work Environment (X4) partially affects the performance of nurses (Y).

F test

The F test is used to determine how far the independent or independent variables can affect the dependent or dependent variable.

Table 9. Significance results (Test F)
ANOVA(b)

Model	Sum of Squares	df	MeanSquare	F	Sig.
1 Regression	995,774	4	248,943	54,258	,000(a)
residual	344,114	75	4,588		
Total	1339,888	79			

a Predictors: (Constant), Work Environment (X4), Motivation (X1), Work Discipline (X2), Leadership (X3)

b Dependent Variable: Nurse Performance (Y)

By the table above, it can be explained that the Fcount value is 54.258 while the Ftable value is 2.51 and a significance of $0.000 < 0.05$ means that there is an influence between motivation (X1), work discipline (X2), leadership (X3), and the environment work X4 on nurse performance (Y).

Determination Coefficient Test (R²)

The coefficient of determination (R²) is used to measure how far the model's ability to explain the variation of the dependent variable is. The value of the coefficient of determination is between zero and one. The small R² means that the ability of the independent variables to explain the variation in the dependent variable is very limited. A value that is close to one means that the independent variables provide the value of almost all the information needed to predict the variation of the independent variable. The complete determination test results are below:

Table 9. Test results for the coefficient of determination (R2)
Summary models

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.862(a)	0.743	0.729	2.14200	1,748

a Predictors: (Constant), Work Environment (X4), Motivation (X1), Work Discipline (X2), Leadership (X3)

b Dependent Variable: Nurse Performance (Y)

According to the table above, the R² (R Square) figure is 0.743 or (74.3%). This shows that the percentage of influence of motivation, work discipline, leadership, and work environment on the performance of nurses at the Bung Karno Regional General Hospital is 74.3%. In other words, nurse performance variables can be explained or influenced by leadership, motivation, work discipline,

and work environment variables by 73.8%, while the remaining 25.7% are explained or influenced by other variables not examined.

Multiple Regression Test

Multiple regression is used for one dependent variable and more than one independent variable. In business practice, multiple regression is generally used, apart from the many variables in the business that must be analyzed together, multiple regression is also more relevant in many cases used.

Table 10. Multiple regression test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.071	1,087		.065	0.948
X1	0.403	0.089	0.373	4,523	0.000
X2	0.183	0.080	0.201	2,273	0.026
X3	0.216	0.092	0.220	2,342	0.022
X4	,204	0.100	0.202	2,040	0.045

Based on the table above, the multiple linear regression analysis formula can be presented as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$$

Information:

Y = Predictive value of customer decision-making variables

a = Constant

X1 = motivation variable

X2 = Work discipline variable

X3 = Leadership variable

X4 = Work Environment Variables

The results of the regression test obtained multiple linear regression equations as follows:

$$Y = 0.071 + 0.403X_1 + 0.183X_2 + 0.216X_3 + 0.204X_4$$

The constant value is 0.071, so it can be interpreted that if the leadership, motivation, work discipline, and work environment have a value of 0, then the nurse's performance will increase by 0.071.

The value of the regression coefficient on the variable Motivation (X1) is positive, which is equal to 0.183, which means that every increase in motivation by 1 unit will increase the performance of nurses by 0.183 units assuming the value of the independent variable is fixed.

The value of the regression coefficient on the variable work discipline (X2) is positive, which is equal to 0.216, which means that every increase in work discipline by 1 unit will increase the performance of nurses by 0.216 units assuming the value of the independent variables is fixed.

The value of the regression coefficient on the variable Leadership (X3) is positive, which is equal to 0.403, which means that every increase in leadership by 1 unit will increase the performance of nurses by 0.403 units assuming the value of the independent variables is fixed.

The value of the regression coefficient on the work environment variable (X4) is positive, which is equal to 0.204, which means that every increase in the work environment by 1 unit will increase the nurse's performance by 0.204 units assuming the independent variable has a fixed value.

The Effect of Work Motivation on Nurse Performance at the Bung Karno Regional Public Hospital

For companies to improve employee performance, motivation is a key factor that requires significant attention. Work motivation is defined as the encouragement or enthusiasm that develops within employees as a result of external stimuli, such as from superiors and the work environment, as well

as a basis for meeting the needs and responsibilities for the tasks assigned and performed within the organization.

From the results of the regression equation, the regression coefficient value for the work motivation variable is 0.183, besides that, it has a t count value of 4.523 > t table 1.997 and has a probability value of 0.000 < 0.05, then H_a is accepted. This means that work motivation has a significant influence on the performance of nurses at the Bung Karno Regional Public Hospital. This means that if there is an increase in motivation of 1%, it will increase the performance of nurses by 0.183%. This research is in line with research (Adha, Qomariah, & Hafidzi, 2019; Josiah & Joni, 2022; Sarifuddin, 2020; Suciningrum, Rhamanda, & Handayani, 2021) which states that motivation (X_1) has a significant effect on nurse performance (Y).

The leadership of the Bung Karno Regional Public Hospital never stops motivating its employees. For example, employees always pray together before starting their daily tasks. For employees to behave well and work optimally, Bung Karno Regional Public Hospital must also strengthen compliance with employment regulations regarding behaviour coaching. Bung Karno Regional Public Hospital also provides incentives that can increase motivation so that employees can give their best at work, such as arriving on time and completing their tasks immediately. Because employees will act by the vision and objectives of the BPRS, of course, this will boost nurse performance to a higher level.

Strengthened by research findings from Kristianti et al. (2021), motivation affects improving nurse performance, meaning that increasing employee motivation can be achieved by giving awards to staff who excel. The findings of this study are also in line with the hypothesis proposed by Surur et al. (2020), who believe that motivation is a drive to desire and drive an individual's will to work because each motive has a specific goal to achieve. As a result, it can be concluded that the greater the motivation given by the company to employees, the better the performance of these employees (Suryonugroho & Priyambodo, 2021).

Messakh et al. (2018) expressed motivation as a mechanism for supplying energy and direction for behaviour. From this justification, it is clear that motivation can be seen as giving internal encouragement that causes other parties to move or carry out certain activities. It can be concluded that motivation is a series of actions that include encouraging others as well as oneself. It is thought that this drive will enable him to act to achieve the desired result. These findings are also evidenced by the results of research from Azulaidin & Rosmika, (2021) and Lumbanraja (2020) which proves that the work motivation variable has a positive influence on company performance.

According to researchers, motivation is a person's tendency to engage in actions that contribute to achieving goals. If this behaviour leads to an object/target, then with this motivation the maximum goals or objectives will be achieved so that the implementation of tasks can be carried out as well as possible, resulting in work effectiveness.

Effect of Work Discipline on the Performance of Nurses at the Bung Karno Regional Public Hospital

From the results of the regression equation, the regression coefficient value for the work discipline variable is 0.216, besides that, it has a t count value of 2.273 > t table 1.997 and has a probability value of 0.001 < 0.05, then H_a is accepted. This means that work discipline has a significant influence on the performance of nurses at the Bung Karno Regional Public Hospital. It is known that if there is an increase in work discipline of 1%, it will increase the performance of nurses by 0.216%. This finding is supported by previous researchers from Dariansyah (2018) that work discipline has a positive effect on nurse performance.

One of the factors that influence nurse performance is work discipline. Work discipline is a strategy that managers use to influence the desire of workers to change their behaviour and to increase awareness and motivation to comply with all relevant company policies and social norms (Marwansyah, 2019).

Employee morale, the amount of remuneration offered, and job satisfaction all influence work discipline, with high-moral workers often producing superior work, arriving on time, and never missing a class. Employees will be eager to report to the workplace, resulting in a high level of work discipline. Work discipline will have a significant impact on the company's success based on the factors mentioned above. It is assumed that when the workplace has high work discipline, people will work better, increasing productivity. Plus, a strong work ethic will increase productivity as high as possible, freeing up time for the business to focus on other priorities rather than just making changes to this discipline.

The effect of work discipline on nurse performance has been suggested in research by Dhermawan & Pratama (2020). In their research, it was found that companies should do a better job emphasizing employee capabilities, rewarding employees, sanctions for disciplinary violations, and more explicit monitoring of employee performance. This shows that work discipline is an important factor in increasing productivity.

Employees with good work discipline, such as arriving on time, carrying out work according to what has been set by the company, and following company regulations, will be able to improve their performance so that company targets can be achieved. This study is relevant to research that has been carried out by Chandra et al. (2021), Afandi & Bahri (2020), and Hijayanti (2020) who have researched the influence of work discipline on employee performance. The results of this study show that work discipline affects the performance of nurses.

Researchers confirm that discipline is very important in all areas of life, including the workplace and others. Employee discipline is a must to ensure that all operations are carried out and will be carried out according to the prescribed methodology. Employees who are disciplined at work will not do anything that can harm the company.

The Influence of Leadership on the Performance of Nurses at the Bung Karno Regional Public Hospital

Based on the results of the regression equation, the regression coefficient value for the leadership variable is 0.403, besides that it has a t count of 2.342 > t table 1.997 and has a probability value of 0.008 < 0.05, then H_a is accepted. This means that leadership has a significant influence on the performance of nurses at the Bung Karno General Hospital. In this study, if there is an increase in leadership by 1%, it will increase nurse performance by 0.403%.

It can be stated that the results of the implementation of managerial leadership activities carried out have a positive or good impact on the company because the impact of increasing company performance is sometimes inversely proportional to how well the implementation of leadership managerial activities is carried out. The application of leadership practices that are more focused on staff development can increase employee job satisfaction and have a positive impact on developing the work ethic of subordinates to achieve organizational goals.

The results showed that Bung Karno Regional Public Hospital used a democratic leadership style, and hospital leaders were models of kindness, compassion, gentleness, and human nature. The decision-making process carried out by the managers of the Bung Karno Regional Public Hospital shows this. The hypothesis test shows that nursing effectiveness is positively and significantly influenced by leadership style. This explains why company employees perform better if a more democratic leadership style is used. This leadership type is open to hearing suggestions, assessments, and criticism from subordinates. Especially in terms of involving employees in decision-making, leadership style needs to be upheld.

The findings of this study are reinforced by the theory presented by Abdullah (2019) that a leader is someone who has the authority to delegate tasks and the ability to convince or influence others through positive interaction patterns to achieve the goals that have been set. This is also to the theory put forward by Moses (2020) that the characteristics of a democratic leadership style include: First, leaders and subordinates collaborate to make policies and decisions. Second, communication

occurs in two directions, whether it be between the leader and followers or between followers, and third, there are many opportunities for followers to express ideas, things to think about, or thoughts.

The findings of this study are also to the findings of research from Mahdiya et al. (2021) conveyed that the ability to generate trust and support among subordinates to achieve organizational goals is called leadership. Leadership is an effort to influence many people through communication to achieve goals. This also includes knowing how to influence people with instructions or orders and taking actions that cause others to act or respond positively.

This research is also supported or strengthened by the research conducted by Kurniawan et al. (2020) which proves that leadership has a positive and significant influence on company performance. Research from Harry et al. (2020) also strengthens this research that leadership has a positive and significant influence on company performance.

According to researchers, leadership is the process of motivating everyone to work well to produce the desired results. Leadership is a strategy to encourage followers to act morally, win their loyalty, and inspire them to pursue common goals.

The Influence of the work environment on the Performance of Nurses at the Bung Karno Regional Public Hospital

Based on the results of the regression equation, the regression coefficient value for the work environment is 0.204, besides that it has a tcount of 2.040 > ttable 1.997 and has a probability value of 0.013 < 0.05, then H_0 is accepted. This means that the work environment has a significant influence on the performance of nurses at the Bung Karno Regional Public Hospital. This means that if there is an increase in the work environment of 1%, it will increase the performance of nurses by 0.204%.

The results of this study are supported by the results of research from several previous studies such as Sriyono et al. (2022), Yuliantari & Inscription (2020), Handayani & Daulay (2021), Sari & Agussalim (2022), and Badrianto & Ekhsan (2020) which states that the work environment has a positive and significant effect on employee performance.

A positive work environment has the power to improve employee performance (Zhenjing et al., 2022). Employees spend a lot of time at work, and the work environment has an integrated impact on their performance (Wang et al., 2022). Employees who are satisfied with their work environment tend to have positive work results. A previous study has revealed that the factors that make up the workplace environment show their impact on employee performance (Awada et al., 2022). They also recommend conducting additional research on this type of relationship concerning work environment and performance reviews. In addition, some academics suggest future researchers make comparisons between the levels of private and public organizations to determine the influence of the work environment on employee performance (Li et al., 2022). Researchers observed that the workplace environment is very important because staff can work more efficiently doing their jobs in a good workplace, which leads to higher employee performance and organizational output.

Physical and behavioural aspects are two aspects of a healthy work environment. The former refers to factors related to employees' ability to stay in physical contact with their workplace, while job etiquette is influenced by environmental behavioural aspects, the workplace environment plays an important role in shaping the behaviour of individual employees. Consequently, employee motivation to work hard, efficiency and performance are shaped by the influence of workplace quality. The degree to which employees are willing to stay motivated, creative, engaged with co-workers, and loyal to their jobs are all influenced by workplace environmental factors (Hafee et al., 2019).

Based on the opinion of several researchers, this feature of the relationship with the workplace environment has both beneficial and detrimental impacts (Purity et al., 2017). Much of the workplace environment in developing countries is substandard. Unfortunately, most companies

consider a safe and healthy work environment to be an unnecessary expense and do not invest much in maintaining a comfortable work environment (Aghaji et al., 2021).

Employees are more willing to integrate the use of their exceptional skills, abilities and knowledge to achieve success in a friendly and supportive workplace environment (Song & Tao, 2022). All employees may not work in the same way because they have different work styles due to different workplace environments. Some personnel have the greatest potential regardless of workplace conditions, whereas others benefit from a supportive workplace environment (Meng & Berger, 2019).

The effect of motivation, work discipline, leadership, and work environment on the performance of nurses at the Bung Karno Regional Public Hospital

From the results of the regression analysis, it can be seen that together the independent variables have a significant influence on the dependent variable. This is evidenced by the Fcount value of 54.258 > Ftable 2.51 with a significance (sig) of 0.000 < 0.05, the regression model can be used to predict the performance of nurses at the Bung Karno Regional Public Hospital or it is stated that leadership, motivation, work discipline, and The work environment simultaneously influences the performance of nurses at the Bung Karno Regional General Hospital.

The results of the R² test (R Square) were obtained at 0.743 or (73.8%). This shows that the percentage of influence of motivation, work discipline, leadership, and work environment on the performance of nurses at the Bung Karno Regional Public Hospital is 73.8%. In other words, nurse performance variables can be explained or influenced by leadership, motivation, work discipline, and work environment variables by 73.8%, while the remaining 26.2% are explained or influenced by other variables not examined such as work ethics, and work productivity, job satisfaction, and others.

The findings of this study are supported by research that has been carried out by Kirana et al. (2022), Sudibyo & Sukmono (2022), Rumbi et al. (2021), and Fahrurrozi, et al. (2023), which state that motivation, work discipline, leadership and work environment affect employee performance. By the above research it can be shown that motivation, work discipline, leadership, and work environment simultaneously have a positive influence on nurse performance, so to improve nurse performance at the Bung Karno Regional Public Hospital must provide motivation, work discipline, leadership, and work environment simultaneously so that the performance of nurses will increase.

CONCLUSION

The results showed that motivation, discipline, leadership and the environment had a significant effect on the performance of nurses at the Bung Karno Regional Public Hospital in Surakarta, both partially and simultaneously. Based on the research results, leadership, work environment, and motivation have a good and significant effect on nurse performance. This shows that the management of the Bung Karno Regional Public Hospital has effectively carried out what a leader should do, namely giving clear instructions to his team. The same goes for staff members who have built work motivation, work discipline, and a positive work environment. Therefore, Regional Public Hospital must maintain a culture of motivation, discipline, leadership and work environment to improve employee performance. It is expected that researchers who carry out similar research can include factors such as work dedication, work ethic, and others that can affect nurse performance. Future studies are anticipated to include more respondents and utilize other research tools on a wider scale. The limitation of this study is that it only relies on data collected through surveys and interviews which can affect the validity and reliability of the research results. In addition, the measurement of variables such as motivation, discipline, leadership, and work environment can be subjective and difficult to measure objectively. Suggestions for future researchers should be able to involve more representative and diverse samples from various hospitals or nurse work environments in order to increase the generalization of research results. This can help broaden the

understanding of the factors that influence nurse performance in a wider context. In addition, future research may consider including other relevant variables that may affect nurse performance. For example, variables such as knowledge, skills, team support, or job stress can be taken into account to gain a more comprehensive understanding of nurse performance.

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