

The Influence of Leadership Behavior and Job Satisfaction on the Work Performance of Inpatient Nurses at Harapan Mulia Cibirusah Cikarang Hospital

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ABSTRACT

Nursing services delivered to patients are reflected in the work performance of nurses. Achieving optimal work performance remains a challenge, as several factors influence it, including leadership behavior and job satisfaction. Addressing these challenges requires appropriate interventions, particularly in strengthening leadership behavior and enhancing job satisfaction to improve nurses' performance. The aim of this study was to examine the influence of leadership behavior and job satisfaction on the work performance of inpatient nurses. This study employed a non-experimental, cross-sectional analytic design. Logistic regression analysis was conducted using SPSS version 24.0 to assess the influence of the independent variables (leadership behavior and job satisfaction) on the dependent variable (work performance). Data were collected through questionnaires administered to 39 inpatient nurses at Harapan Mulia Cibirusah Cikarang Hospital. The findings revealed a significant effect of leadership behavior on work performance with a p-value of 0.009 ($p < 0.05$) and an Odds Ratio (OR) of 12.818, indicating that nurses experiencing poor leadership behavior were 12.818 times more likely to have low work performance compared to those under effective leadership. Job satisfaction also had a significant effect on work performance, with a p-value of 0.048 ($p < 0.05$) and an OR of 7.051, meaning that nurses with low job satisfaction were 7.051 times more likely to have poor work performance compared to those who were satisfied. The R-square value obtained was 0.607, signifying that leadership behavior and job satisfaction collectively explained 60.7% of the variance in work performance, while the remaining 39.3% was influenced by other unexamined factors. Among the two variables studied, leadership behavior exerted the strongest influence on nurses' work performance, as indicated by its higher OR compared to job satisfaction. It is recommended that hospital management strengthen leadership practices among ward heads and consistently attend to the job satisfaction of inpatient nurses, thereby fostering constructive improvements in work performance.

Keywords: Work performance, leadership behavior, job satisfaction

INTRODUCTION

Work performance is one of the key indicators of organizational success in achieving its goals. It requires the essential contribution of employees who are capable and competent in carrying out their duties with optimal, accurate, and timely results. The concept of work performance encompasses various dimensions. According to Mangkunegara (2011, p. 67), performance (work achievement) is defined as the outcome of work, both in terms of quality and quantity, achieved by an employee in completing assigned tasks.

High-quality performance outcomes cannot be separated from the efforts of employees as well as the role of organizational management, since achieving maximum work performance is unlikely without systematic and thorough managerial

attention. Padil (2004, p. 97) emphasizes the importance of rational and objective performance appraisal, which serves at least two purposes: the interests of the employees themselves and the interests of the organization. From these perspectives, work performance can be understood as the result of a series of activities within the work process of an individual or a group, where the output is aligned with established standards and criteria. Furthermore, work performance is also influenced by the level of capability possessed by employees in their efforts to complete tasks effectively.

Leadership plays an essential role in shaping work performance. Yukl (2010, p. 10) defines leadership as the process of influencing others to understand and agree on what needs to be done and how to do it effectively, while also facilitating individual and collective efforts to achieve common goals. Similarly, Slocum and Hellriegel (2009) highlight leadership as the process of developing ideas and visions, living by values that support those visions, influencing others' behaviors, and making difficult decisions regarding people and other resources. Based on this definition, leaders are expected to possess knowledge, skills, and ethical integrity to formulate visions, translate them into action, and direct as well as assist others in carrying out various aspects of those visions. Consequently, leaders are required to provide motivational support that inspires followers to realize the intended goals.

Moreover, leadership has a strong influence on job satisfaction. Suhendi and Anggara (2010, p. 269) assert that leaders significantly affect employee morale, job satisfaction, safety, quality of work life, and organizational performance. Sasongko (2008) also argues that when leaders apply appropriate leadership styles, employees are more likely to experience higher job satisfaction, which in turn enhances their performance and productivity.

Job satisfaction itself has been widely studied in organizational behavior literature. Schemerhorn, Hunt, Osborne, and Uhl-Bien (2012, p. 64) define job satisfaction as the extent to which individuals feel positively about their jobs, reflecting their attitudes toward work, colleagues, and the work environment. They identify five major components of job satisfaction: (1) jobs that demand responsibility and interest, (2) supervision characterized by competence, knowledge, and supportive skills, (3) positive treatment among colleagues marked by social harmony and respect, (4) opportunities for career advancement, and (5) adequate compensation.

Locke, as cited in Luthans (2008, p. 141), provides a comprehensive definition of job satisfaction, describing it as a pleasurable or positive emotional state resulting from the appraisal of one's job or work experience. The key to understanding job satisfaction lies in employees' perceptions of how well their jobs provide the aspects they value most. Luthans (2008, p. 142) further identifies three general conditions associated with job satisfaction: first, it is an emotional response to a work situation, which cannot be directly observed but can be inferred; second, it is determined by the extent to which outcomes meet or exceed expectations, with perceptions of fairness influencing positive or negative attitudes toward work; and third, it represents a set of related attitudes, whereby individuals who are satisfied with their jobs tend to hold positive feelings as a result of fair treatment, whereas dissatisfaction reflects the opposite.

METHOD

This study employed a quantitative research design using logistic regression with a descriptive-analytic approach through a cross-sectional method. The cross-sectional design was chosen because it allows the analysis of relationships between

the dependent variable (work performance) and the independent variables (leadership behavior and job satisfaction) without any intervention, with data collected only once at a single point in time. Measurements of the variables were conducted simultaneously, after which correlations between them were analyzed.

The target population of this study consisted of all nurses working in the inpatient care unit at Harapan Mulia Cibusah Hospital, totaling 39 individuals. Since the total population was relatively small, the sample size in this study was determined to be equal to the population, thus including all 39 inpatient nurses. These nurses were selected because their daily responsibilities involve delivering direct health care services to patients, making them the most relevant subjects for assessing the influence of leadership behavior and job satisfaction on work performance.

Results and Discussion

1. The Influence of Leadership Behavior and Job Satisfaction on Inpatient Nurses' Work Performance

Table 1. Logistic Regression Results

Variable	Nagelkerke R Square	p-value	Odds Ratio (OR)
Leadership Behavior	0.607	0.009	12.818
Job Satisfaction	–	0.048	7.051
Constant	–	0.000	0.001

Source: Primary Data, 2025

The results of multiple logistic regression analysis showed that leadership behavior had a significant effect on work performance, with a p-value of 0.009 ($p < 0.05$). The Odds Ratio (OR) was 12.818, indicating that nurses under effective leadership were 12.818 times more likely to achieve good work performance compared to those experiencing poor leadership behavior. Similarly, job satisfaction was also found to have a significant influence on work performance, with a p-value of 0.048 ($p < 0.05$) and an OR of 7.051. This suggests that nurses with high job satisfaction were 7.051 times more likely to demonstrate good performance compared to nurses with low job satisfaction. The Nagelkerke R-Square value of 0.607 indicates that leadership behavior and job satisfaction together explain 60.7% of the variance in work performance, while the remaining 39.3% is influenced by other factors not examined in this study.

2. The Influence of Leadership Behavior on Work Performance

The regression analysis confirmed that leadership behavior significantly affects nurses' work performance ($p = 0.009$; $OR = 12.818$). This finding implies that effective leadership behavior provides a 12.818 times greater likelihood of achieving high work performance compared to ineffective leadership. These results are consistent with Rokoyah (2024), who found that leadership behavior significantly influenced nurse performance with an OR of 10.693 ($p < 0.05$). Likewise, Nuriah (2020) demonstrated through t-test analysis that leadership behavior had a significant positive effect on employee performance ($t\text{-value} = 2.607 > t\text{-table} = 1.990$; $p < 0.05$).

Theoretically, this aligns with George and Jones (2012), who argue that effective leadership requires intelligence for solving complex problems, relevant task knowledge, and the ability to mobilize resources toward organizational goals. Yukl (2005, in Aziz, 2018) further expands on this by describing leadership as problem identification, systematic analysis, decisive action, and the ability to inspire and motivate subordinates. In the hospital context, ward heads are expected to solve problems, inspire nurses, and provide supportive and empathetic guidance. When

applied effectively, such leadership behaviors significantly enhance nurses' work performance.

3. The Influence of Job Satisfaction on Work Performance

The study also revealed that job satisfaction significantly influences nurses' work performance ($p = 0.048$; $OR = 7.051$). Nurses with high job satisfaction were 7.051 times more likely to achieve good performance compared to those with low satisfaction. These findings are in line with Sumardi (2022), who emphasized that job satisfaction factors—including salary, work itself, supervision, promotion opportunities, work group, and working conditions—collectively influence performance outcomes. Similarly, Azizah (2023) confirmed that job satisfaction significantly affected employee performance ($t\text{-value} = 2.195 > t\text{-table} = 1.301$; $p = 0.034 < 0.05$).

Schemerhorn, Hunt, Osborne, and Uhl-Bien (2012) define job satisfaction as the extent to which an individual feels positively about their job, reflecting attitudes toward the work, colleagues, and work environment. The five major components of job satisfaction—responsibility and interest in work, supportive supervision, harmonious coworker relations, career advancement opportunities, and adequate compensation—were evident among inpatient nurses. When these factors are met, nurses feel comfortable and motivated, leading to improved work performance. This suggests that hospital management should provide meaningful and challenging tasks, professional development opportunities, and supportive supervision, while fostering team harmony and collaboration.

4. The Simultaneous Effect of Leadership Behavior and Job Satisfaction

The Nagelkerke R-Square value (0.607) indicates that leadership behavior and job satisfaction jointly account for 60.7% of the variance in work performance, with leadership behavior exerting the strongest effect due to its higher Odds Ratio. This supports the findings of Setiawan (2013), who demonstrated a positive and significant simultaneous effect of leadership and job satisfaction on employee performance, suggesting that improvements in both variables directly enhance work outcomes.

From a theoretical perspective, George and Jones (2012) emphasize the role of effective leadership in addressing complex organizational challenges, while Schemerhorn et al. (2012) underline the importance of job satisfaction in shaping positive work attitudes. Taken together, both leadership behavior and job satisfaction play critical roles in improving nurse performance. However, leadership behavior should be prioritized, particularly by empowering ward heads to solve problems, motivate, and support their teams. At the same time, strengthening job satisfaction through professional development, supportive supervision, and team-building initiatives will further reinforce nurses' ability to deliver optimal patient care.

CONCLUSION

The findings of this study indicate that leadership behavior has a significant influence on the job performance of inpatient nurses. Similarly, job satisfaction also exerts a significant effect on nurses' job performance. Furthermore, when tested simultaneously, both leadership behavior and job satisfaction jointly contribute to explaining 60.7% of the variance in job performance, while the remaining 39.3% is influenced by other variables not examined in this research. This demonstrates that leadership and satisfaction are key factors in improving the quality and productivity of nursing staff.

In addition, the results highlight that among the variables tested, leadership behavior has the strongest influence on job performance. This is evidenced by the

highest Odds Ratio (OR) value compared to other variables. These findings emphasize the crucial role of effective leadership in motivating, guiding, and enhancing the professional performance of nurses, thereby ensuring better health service delivery.

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