

Analysis of the Influence of Leadership Style, Work Environment, and Workload on the Performance of Non-Medical Employees in Hospitals (Study on Employees of Harapan Mulia Tigaraksa Mother and Child Hospital)

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Abstract

Leadership style, work environment, and workload are very important in determining employee performance success, and to date, many companies still pay little attention to these three things. This study aims to analyze the influence of leadership style, work environment, and workload on the performance of non-medical employees at Harapan Mulia Tigaraksa Mother and Child Hospital. The participants in this research included 50 staff non-medical at Harapan Mulia Mother and Child Hospital, determined through the Slovin sampling method. Information was gathered by handing out questionnaires completed by non-medical staff at the Harapan Mulia Mother and Child Hospital, which was chosen as the sample. This research employs a Likert scale. The quantitative analysis conducted by the author includes validity testing, reliability testing, classical assumption testing, correlation analysis testing, determination coefficient testing, regression analysis testing, and hypothesis testing using t-tests (partial) and F-tests (simultaneous) at a significant level 5% ($\alpha=0,05$). The result of calculating the partial determination coefficient of leadership style variables on employee performance as large as 63,9%, the work environment on employee performance as large as 63% and workload variables on employee performance as large as 61% while simultaneously examining the influence of leadership style, work environment, and workload on employee performance as large as 75,4%. Meanwhile, the results of simultaneous hypothesis testing show that there is a significant effect because $F_{hitung} = 40,897 > F_{tabel} 2,84$.

Keywords: Leadership Style, Work Environment, Workload, Employee Performance

INTRODUCTION

Hospitals are vital healthcare facilities that significantly contribute to delivering medical services to the population. Hospitals must, of course, have good human resources to manage them, not only focusing on their main objective of providing excellent service to the community or patients, but also focusing on the welfare of their own employees. Leadership style, work environment, and workload are key factors and areas of focus that must be continuously improved, refined, and evaluated within an organization.

Human capital represents the greatest resource possessed by an organization, whether in an organization or a company, because human resources greatly determine whether a

company's mobility is good or bad. Therefore, many companies always strive to improve the quality of their resources so that they can continue their work activities to the fullest. (Sinaga et al., 2022) Human resources play a crucial role in the organizational process of deciding on developments within the organization and are a key factor that is inseparable from both internal and external professional ties within the organization.

Employee performance plays a crucial role in evaluating the standard of services delivered by healthcare facilities. Elements that may affect employee performance encompass management approach, workplace atmosphere, and the amount of work assigned in the hospital environment. Performance can be defined as the visible, measurable, and assessable results of the work that employees have done within a company or organization. Performance can be considered good if it enables employees to complete all organizational tasks efficiently and effectively so that they can be handled properly (Maric et al., 2022).

Influencing employees is a skill that a leader must possess. Leadership style is one of the behaviors that a leader must choose in order to influence employees, whether in terms of their attitudes, actions, mindsets, or feelings (Rahman et al., 2021). Improvements in leadership style within a company are implemented to achieve various objectives, such as improving organizational and individual employee performance, motivating, developing personal potential, and creating a healthy and positive work environment.

The atmosphere in a business is crucial and needs to be considered, as it can affect employee performance because it relates to comfort at work and workplace conditions. According to (Yudho Yuanto & Syaiful Anwar, 2024) the workplace is an environment where various teams exist within a company or organization, all of which have several resources at their disposal to fulfill the company's goals in accordance with its vision and mission.

Similarly, the workload of a job performed by a person or employee is the most basic and important factor in determining employee performance and behavior. According to (Nurhasanah et al., 2022) Workload refers to a group of tasks or activities that need to be finished within a defined period, during which the tasks or activities must be accomplished exactly at the designated time.

Therefore, leadership style, work environment, and workload must always be good within the organization because they can foster a sense of commitment among employees and will certainly influence the development of loyalty among employees at Harapan Mulia Mother and Child Hospital, which will ultimately enhance the performance of employees.

Employee performance will influence the organization's ability to reach its objectives. Low employee performance will result in low employee productivity and will cause a decline in the quality of services, treatment, and data entry at the Harapan Mulia Tigaraksa Mother and Child Hospital. One reason for low productivity among employees is the type of leadership used, the conditions of the workplace, and excessive workload at Harapan Mulia Mother and Child Hospital. The performance appraisal data for non-medical employees from 2022-2024 at Harapan Mulia Mother and Child Hospital fluctuated.

**Table 1. Employee Performance Evaluation Data
 Harapan Mulia Tigaraksa Mother and Child Hospital
 Years 2022-2024**

Performance Criteria	2022		2023		2024	
	Number of Non Medical Employees	%	Number of Non Medical Employees	%	Number of Non Medical Employees	%
Very Good	0	0%	2	3,5%	1	2%
Good	29	67,4%	36	63,2%	31	62%
Enough	12	28%	18	31,6%	17	34%
Less	2	4,6%	1	1,7%	1	2%
Total	43	100%	57	100%	50	100%

In 2022, there were 0 people who achieved an very good evaluation, scoring 0%, 29 people who obtained a good assessment, with a score of 67,4%, 12 employees who received a satisfactory rating, with a percentage of 28%, and those who received a poor rating numbered 2 people, representing 4,6%, bringing the total to 43 people, representing 100%. In 2023, 2 employees received an excellent rating, accounting for 3,5% of the total, 36 employees received a good rating, accounting for 63,2% of the total, 18 employees received an adequate rating, accounting for 31,6% of the total, and those receiving a poor rating decreased to 1 person, representing 1,7%, bringing the total to 147 people, representing 100%.

Next, in 2024, the number of employees receiving a very good rating decreased again to 1 person with a percentage of 2%, while those receiving a good rating increased to 31 people with a percentage of 62%. The number of employees receiving a satisfactory rating decreased to 17 people with a percentage of 34%, and those receiving a poor rating remained at 1 person, representing 2%, bringing the total to 131 people, representing 100%.

Every year, there are employees who receive excellent evaluations, but at RSIA Harapan Mulia, there are no rewards for employees, such as salary increases or promotions, and there are still employees who receive poor evaluations. Meanwhile, the hospital has set a minimum performance target for employees with satisfactory evaluations, but in reality, there are still there are employees who received poor ratings, with the number of employees receiving poor ratings in 2022 being the highest at 4,6%. Employee performance is assessed based on several aspects, namely attendance, attitude, and work quality. The results of the assessment show that there are still some who received less than perfect scores, not only because of the personal characteristics of the employees themselves, but also because of the poor leadership style in each unit, the uncomfortable working environment around the work unit, and the workload that makes employees less motivated in performing their duties at RSIA Harapan Mulia Tigaraksa. It can be concluded that there

are issues with the performance of employees at RSIA Harapan Mulia Tigaraksa. The inquiry posed in this investigation is:

- a. How does leadership style affect the performance of non-medical employees at RSIA Harapan Mulia Tigaraksa?
- b. How does the work environment affect the performance of non-medical employees at RSIA Harapan Mulia Tigaraksa?
- c. How does workload affect the performance of non-medical employees at RSIA Harapan Mulia Tigaraksa?
- d. What is the relationship between leadership style, work environment, and workload at RSIA Harapan Mulia Tigaraksa?

The purpose of this research is to identify, examine, and demonstrate how leadership approaches affect worker productivity, how the work setting impacts employee performance, how the amount of work assigned influences worker efficiency, and how leadership methods, work conditions, and workload collectively affect employee performance.

LITERATURE REVIEW

Human Resources

Human resources (HR) are a very important factor as a potential that humans must possess and can be utilized as an effort to achieve success in both companies and institutions (Setiadi et al., 2024). According to (Laily Arafah & Eka Purnama sari, 2023) Human resources play a crucial role in helping organizations reach their objectives, thus it is essential for organizations to make more effective and efficient use of human resources, emphasizing the enhancement of employee productivity.

Leadership Style

The manner in which a leader conducts themselves is an important quality that will affect how well employees perform their responsibilities in order to meet the objectives of the organization. (Krismoko, 2024). According to Prasinta in (Putri Rahayu et al., 2025) Every leader tends to have a style or method that is considered most effective for directing subordinates. A leader certainly has a style or method that is considered the best and most effective way to guide their subordinates.

Work Environment

Luthan in (Rahman et al., 2021) The workplace is the setting where workers carry out their tasks on a daily basis. According to Affandi in (Maric et al., 2022) The surroundings where employees operate include various factors that can influence their ability to perform their tasks, such as temperature, humidity, airflow, illumination, sound levels, tidiness of the workplace, and the suitability of tools used for their jobs.

Workload

According to (Daffa, 2025) Workload refers to all activities and responsibilities that need to be fulfilled within a designated period, reflecting the level of effort required by individuals to meet existing demands. This refers to the limited working capacity of an operator required to complete a specific task. According to (Chika Nikita Cendani Rezki Winoto & Hikmah Perkasa, 2024) Workloads that are excessive will result in decreased employee performance. This situation can occur due to employees' failure to perform their duties because their abilities and skills are insufficient to meet the demands of an excessive workload.

Employee Performance

Considering the importance of human resources in an organization, human resources must be managed properly. A company leader must also consider the performance level of their employees. (Afandi, 2021:83–84) Performance is the willingness of an individual or group of individuals to carry out or improve activities in accordance with their responsibilities with the expected results. According to (Kasmir, 2019:182) Performance is the result of work and actions achieved by fulfilling assigned tasks and responsibilities within a certain period of time.

RESEARCH MODEL

Theoretical Framework

The theoretical framework is the basis of the entire research project, and analyzes the relationships between variables defined through the data analysis process. A correct theoretical framework identifies a problem and specifies important variables.

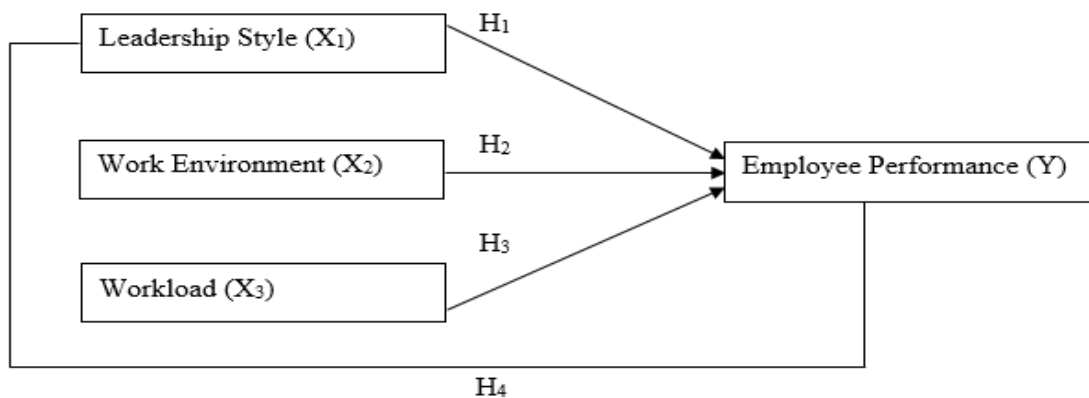


Figure 1. Theoretical Framework

Description:

X ₁	= Leadership Style	X ₃	= Workload
X ₂	= Work Environment	Y	= Employee Performance

Research Hypothesis

A hypothesis can be defined as a tentative answer to a problem that still needs to be proven. The hypotheses in this research are as follows:

- H₀ : There is no significant influence between Leadership Style, Work Environment, and Individual Characteristics on the Performance of Non Medical Employees at RSIA Harapan Mulia Tigaraksa.
- H₁ : There is a significant influence between Leadership Style and the Performance of Non Medical Employees at RSIA Harapan Mulia Tigaraksa.
- H₂ : There is a significant influence between Work Environment and the Performance of Non Medical Employees at RSIA Harapan Mulia Tigaraksa.
- H₃ : There is a significant influence between Workload and the Performance of Non Medical Employees at RSIA Harapan Mulia Tigaraksa.
- H₄ : There is a significant simultaneous influence between Leadership Style, Work Environment, and Individual Characteristics on Employee Performance at RSIA Harapan Mulia Tigaraksa.

RESEARCH METHOD

This research method uses a quantitative approach with variables consisting of three independent variables, namely Leadership Style (X₁), Work Environment (X₂), and Workload (X₃), as well as a dependent variable, Employee Performance (Y). The population in this study consists of all non medical employees at RSIA Harapan Mulia, totaling 50 individuals, and the sample size in this study is 44 non-medical employees at RSIA Harapan Mulia, determined using the Slovin formula with a tolerance error of 5%. The sampling technique used in this study was probability sampling, specifically random sampling, which is a technique of selecting samples from a population using a random system without regard to strata (levels) within the population, whereby non-medical employees of the Harapan Mulia Mother and Child Hospital had an equal chance of being selected as samples after randomization.

Data gathering was achieved via surveys, interviews, and observational methods with queries that were evaluated for both validity and reliability. The gathered information was analyzed with the aid of SPSS 26, which included assessments for validity, reliability, classical assumptions, correlation analysis, tests for coefficient of determination, regression analysis, and hypothesis testing employing t-tests (for partial) and F-tests (for simultaneous).

ANALYSIS AND DISCUSSION RESULTS

Validity Test

Validity assessment is employed to evaluate the legitimacy of the elements utilized in the study. Validity implies that the tool is capable of assessing what it is intended to assess. Validity is assessed by the r value. If $r_{\text{count}} > r_{\text{tabel}}$ = the item is valid, if $r_{\text{count}} < r_{\text{tabel}}$ = the

item is invalid. The way to find r_{table} (by looking at the r table) is where $df=n-2$ with sig 5%.

Based on the analysis results, there were 10 questions out of the total questions tested, using the Pearson Correlation method. The results of the validity test of leadership style (X_1), work environment (X_2), workload (X_3), and employee performance (Y) showed that the calculated value exceeded the table value (at a significance level of 5%). The table value was 0.2973, It can be determined that each of the ten items was valid. Because $r_{hitung} > r_{table}$ and all items in the research instrument can be declared suitable as instruments for measuring research data.

Reability Test

Table 2. Results of Leadership Style Reliability Test (X_1)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,912	0,911	10

According to the SPSS reliability assessment of leadership style (X_1) mentioned earlier, a Cronbach's Alpha score of 0.912 was recorded. Given that the Cronbach's Alpha score ($\alpha > 0.60$), it can be inferred that the research tool is trustworthy, indicating a notable degree of reliability.

Table 3. Results of Work Environment Reliability Test (X_2)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,890	0,892	10

According to the SPSS reliability assessment of work environment (X_2) mentioned earlier, a Cronbach's Alpha score of 0.890 was recorded. Given that the Cronbach's Alpha score ($\alpha > 0.60$), it can be inferred that the research tool is trustworthy, indicating a notable degree of reliability.

Table 4. Workload Reliability Test Results (X_3)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,921	0,923	10

According to the SPSS reliability assessment of workload (X_3) mentioned earlier, a Cronbach's Alpha score of 0.921 was recorded. Given that the Cronbach's Alpha score ($\alpha > 0.60$), it can be inferred that the research tool is trustworthy, indicating a notable degree of reliability.

Table 5. Results of Employee Performance Reliability Test (Y)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,920	0,923	10

According to the SPSS reliability assessment of employee performance (Y) mentioned earlier, a Cronbach's Alpha score of 0.920 was recorded. Given that the Cronbach's Alpha score ($\alpha > 0.60$), it can be inferred that the research tool is trustworthy, indicating a notable degree of reliability.

Correlation Test

Simultaneous correlation (multiple correlation) is a number quantifies how strongly and in what direction two or more independent variables relate to a single dependent variable.

Table 6. Results of Simultaneous Correlation Test of Leadership Style (X_1), Work Environment (X_2), Workload (X_3) on Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,868 ^a	0.754	0.736	2.68367

According to the table above, the findings from the simultaneous correlation analysis indicate that the connection among leadership style (X_1), work environment (X_2), and workload (X_3) in relation to employee performance (Y), measured by the correlation coefficient, is 0.868. This value signifies a very robust correlation among these variables, as it falls within the high range of (0.80-1.000).

Determination Coefficient Test

The coefficient of determination describes how much the value of one variable (X) affects the increase or decrease (change) of another variable's value (Y). Its value ranges from 0 to 1.

Table 7. Results of the Coefficient of Determination Test for Leadership Style (X₁), Work Environment (X₂), Workload (X₃) on Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868 ^a	0.754	0.736	2.68367

According to the above output table, it is clear that the (R²) value, or coefficient of determination, is 0.754. Therefore, it can be concluded that the factors of leadership style (X₁), work environment (X₂), and workload (X₃) impact employee performance (Y) by 0.754 or 75.4%. The other 24.6% is determined by variables not included in this study.

Regression Test

Multiple linear regression analyses are employed to forecast how the dependent variable will be affected when altering two or more independent variables (their values are increased or decreased). Therefore, multiple analysis will be performed when there are at least two independent variables.

Table 8. Results of Multiple Linear Regression Test of Leadership Style (X₁), Work Environment (X₂), Workload (X₃) on Employee Performance (Y)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.583	3.963		0.399	0.692
	Leadership Style	0.284	0.138	0.291	2.057	0.046
	Work Environment	0.362	0.143	0.335	2.542	0.015
	Workload	0.319	0.121	0.327	2.644	0.012

According to the table, from the test findings mentioned earlier, the following deductions can be made:

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

$$Y = 1,583 + 0,284 (X_1) + 0,362 (X_2) + 0,319 (X_3)$$

The result of the Constanta value is 1.583, and the values of the leadership style variable (X₁) is 0.284, the work environment variable (X₂) is 0.362, and the workload variable (X₃) is 0.319.

Based on the interpretation of the regression equation above, the regression model can be interpreted as follows:

- The value of Constanta is positive at 1.583, indicating that if the independent variables of leadership style (X_1), work environment (X_2), and workload (X_3) are equal to 0 (zero), then employee performance (Y), which is the dependent variable, will be equal to 1.583.
 - The beta value or simple regression coefficient value of the leadership style variable (X_1) has a positive value of 0.284, indicating that if the leadership style variable (X_1) increases by 1 unit, employee performance (Y) will increase by 0.284, while the work environment (X_2) and workload (X_3) are held constant (*ceteris paribus*).
 - The beta value or simple regression coefficient value of the work environment variable (X_2) has a positive value of 0.362, indicating that if the work environment variable (X_2) increases by 1 unit, employee performance (Y) will increase by 0.362, while leadership style (X_1) and workload (X_3) are held constant (*ceteris paribus*).
 - The beta value or simple regression coefficient value of the workload variable (X_3) has a positive value of 0.319, indicating that if the workload variable (X_3) increases by 1 unit, employee performance (Y) will increase by 0.319, while leadership style (X_1) and work environment (X_2) are held constant (*ceteris paribus*).
- From the regression equation results, it is known that the dominant variable influencing employee performance is the work environment.

Partial t Test

The t-test or partial examination, seeks to identify how each independent variable influences the dependent variable. It is said to be partially influential if it has a $t_{count} > t_{table}$ and is said to be significantly influential if it has a significance value or $Sig. < 0.05$.

Table 9. Results of the Partial t-Test of the Leadership Style Hypothesis (X_1) and Employee Performance (Y)

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	10.722	3.913		2.740	0.009
	Leadership Style	0.779	0.090	0.800	8.627	0.000

According to the test results presented in the table above, the computed t_{count} for leadership style (X_1) stands at 8.627, this value is assessed against the t_{table} which is found by calculating $(df = n - k)$ $(44 - 2 = 42)$, giving a t_{table} of 1.681. The findings indicate that $t_{count} > t_{table}$, specifically $8.627 > 1.681$. Therefore, can conclude that the null hypothesis H_0 is dismissed and the alternative hypothesis H_a is accepted. This suggests that there is a significant effect of leadership style (X_1) on employee performance (Y).

Table 10. Results of the Partial t-Test of the Working Environment Hypothesis (X₂) and Employee Performance (Y)

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.605	4.593		1.220	0.229
	Work Environment	0.858	0.102	0.794	8.456	0.000

According to the test results presented in the table above, the computed t_{count} for work environment (X₂) stands at 8.456, this value is assessed against the t_{table} which is found by calculating (df = n-k) (44 - 2 = 42), giving a t_{table} of 1.681. The findings indicate that $t_{count} > t_{table}$, specifically 8.456 > 1.681. Therefore, can conclude that the null hypothesis H₀ is dismissed and the alternative hypothesis H_a is accepted. This suggests that there is a significant effect of work environment (X₂) on employee performance (Y).

Table 11. Results of the Partial t-Test of the Workload Hypothesis (X₃) and Employee Performance (Y)

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.443	4.195		2.489	0.017
	Workload	0.762	0.094	0.781	8.110	0.000

According to the test results presented in the table above, the computed t_{count} for workload (X₃) stands at 8.110, this value is assessed against the t_{table} which is found by calculating (df = n-k) (44 - 2 = 42), giving a t_{table} of 1.681. The findings indicate that $t_{count} > t_{table}$, specifically 8.110 > 1.681. Therefore, can conclude that the null hypothesis H₀ is dismissed and the alternative hypothesis H_a is accepted. This suggests that there is a significant effect of workload (X₃) on employee performance (Y).

Simultaneous F Test

The F test is conducted to determine if the independent variables as a group have an effect on the dependent variable by comparing the calculated F_{count} with the F_{table} value.

Table 12. Results of Hypothesis Testing of Leadership Style (X₁), Work Environment (X₂), and Workload (X₃) on Employee Performance (Y)

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	883.643	3	294.548	40.897	.000 ^b
Residual	288.084	40	7.202		
Total	1171.727	43			

According to the table, which reflects the outcomes of the evaluation, the calculated F_{count} is 40.897 and the significance value or Sig. is 0.000. Using 44 samples and a significance level of 0.05 (5%) and a total of four variables, including three independent variables and one dependent variable. As a result, $df_1 = k-1$ ($df_1 = 4-1$) and $df_2 = n-k$ ($df_2 = 44-4$), making (n_1) equal to 3 and (n_2) to 40. The F_{table} is valued at 2.84, leading to the conclusion that the computed F_{count} (40.897) $>$ F_{table} (2.84), and the significance level (Sig.) stands at 0.000, which is lower than 0.05. The findings indicate that leadership style (X₁), work environment (X₂), and workload (X₃) significantly and positively influence employee performance (Y) as the dependent variable.

The Influence of Leadership Style On Employee Performance

The findings of this research indicate that the approach to leadership positively influences the performance of employees, as evidenced by the results of the hypothesis tests. It is evident that $t_{count} > t_{table}$, specifically $8.627 > 1.681$, leading to the conclusion that null hypothesis H_0 is dismissed while alternative hypothesis H_a is accepted. This implies there is a notable effect of leadership style (X₁) on employee performance (Y). Furthermore, according to the findings from a straightforward regression analysis linking the leadership style to employee performance, the equation is $Y = 10.722 + 0.799 (X_1)$. This implies that a 1% increase in leadership style will result in a 0.799 increase in employee performance.

In the setting of RSIA Harapan Mulia Tigaraksa, the behavior of leaders plays a crucial role in guiding, energizing, and overseeing non-medical personnel engaged in administration, finance, medical documentation, and various support roles. Leaders who offer clear guidance, maintain effective communication, and deliver emotional encouragement have been shown to boost workers' spirits and accountability. Nevertheless, the findings of the study indicate that there are still opportunities for enhancement in the implementation of leadership approaches, particularly regarding the consistency of providing rewards and performance feedback. This is demonstrated by the presence of employees who continue to receive "acceptable" and "unsatisfactory" performance

evaluations, alongside a reward system within the hospital that is not operating effectively. Consequently, refining leadership styles to incorporate greater involvement and reward systems could significantly enhance employee productivity.

The Influence of The Work Environment On Employee Performance

The findings of this research indicate that the approach to work environment positively influences the performance of employees, as evidenced by the results of the hypothesis tests. It is evident that $t_{\text{count}} > t_{\text{table}}$, specifically $8.456 > 1.681$, leading to the conclusion that null hypothesis H_0 is dismissed while alternative hypothesis H_a is accepted. This implies there is a notable effect of work environment (X_2) on employee performance (Y). Furthermore, according to the findings from a straightforward regression analysis linking the work environment to employee performance, the equation is $Y = 5.605 + 0.858 (X_2)$. This implies that a 1% increase in work environment will result in a 0.858 increase in employee performance.

In the setting of Harapan Mulia Tigaraksa, the working environment encompasses both physical elements (such as cleanliness, lighting, comfort at the workplace, and available amenities) and non-physical elements (including interactions among colleagues, dynamics between managers and staff, and the overall workplace ambiance). The findings of this study reveal that employees who find themselves in safe, pleasant, and encouraging surroundings tend to perform more effectively. Furthermore, the regression analysis indicates that the work environment has a greater impact on employee performance than factors like leadership style and workload. This suggests that for the non-medical staff at RSIA Harapan Mulia Tigaraksa, comfort and a positive workplace environment are crucial for sustaining focus, precision, and quality in both administrative functions and hospital support services.

The Influence of Workload On Employee Performance

The findings of this research indicate that the approach to workload positively influences the performance of employees, as evidenced by the results of the hypothesis tests. It is evident that $t_{\text{count}} > t_{\text{table}}$, specifically $8.110 > 1.681$, leading to the conclusion that null hypothesis H_0 is dismissed while alternative hypothesis H_a is accepted. This implies there is a notable effect of workload (X_3) on employee performance (Y). Furthermore, according to the findings from a straightforward regression analysis linking the workload to employee performance, the equation is $Y = 10.443 + 0.762 (X_3)$. This implies that a 1% increase in workload style will result in a 0.762 increase in employee performance.

In the setting of RSIA Harapan Mulia Tigaraksa, workload encompasses the total work assigned, administrative duties, and the necessity for timeliness in facilitating hospital operations. When the workload aligns with the skills and knowledge of the staff, it enhances their effectiveness because workers feel encouraged and accountable for their roles. On the other hand, this research indicates that improper handling of workload, like uneven task allocation or excessively high expectations, can lead to diminished work quality. Thus, it is crucial for hospital management to implement a fair distribution of workload to maintain optimal and sustainable employee performance.

CLOSURE

Conclusion

According to the studies that have taken place, the findings from the data analysis and the exploration of the research outcomes highlight the impact of leadership approach, workplace conditions, and job demands on the efficiency of non-medical staff at RSIA Harapan Mulia Tigaraksa.

Based on the findings from this research, it can be inferred that the style of leadership positively and significantly impacts employee performance, as evidenced by the results of the hypothesis tests. It is evident that $t_{\text{count}} > t_{\text{table}}$, specifically $8.627 > 1.681$, leading to the conclusion that null hypothesis H_0 is dismissed while alternative hypothesis H_a is accepted. This implies there is a notable effect of leadership style (X_1) on employee performance (Y). Regarding the work environment, as evidenced by the results of the hypothesis tests. It is evident that $t_{\text{count}} > t_{\text{table}}$, specifically $8.456 > 1.681$, leading to the conclusion that null hypothesis H_0 is dismissed while alternative hypothesis H_a is accepted. This implies there is a notable effect of work environment (X_2) on employee performance (Y). When looking at workload, as evidenced by the results of the hypothesis tests. It is evident that $t_{\text{count}} > t_{\text{table}}$, specifically $8.110 > 1.681$, leading to the conclusion that null hypothesis H_0 is dismissed while alternative hypothesis H_a is accepted. This implies there is a notable effect of workload (X_3) on employee performance (Y).

Additionally, according to the overall determination test value (R^2), it stands at 0.754. Therefore, it can be concluded that leadership style (X_1), work environment (X_2), and workload (X_3) have an impact on employee performance (Y) by 0.754 or 75.4%. The other 24.6% is determined by various factors not included in this research.

Suggestions

- a. According to findings from studies on leadership approaches, workplace conditions, and job demands, all three factors together have a significant influence on employee performance. It is recommended that hospital management, particularly at the RSIA Harapan Mulia where the research was conducted, strike a balance between leadership style, work environment, and workload in order to achieve even better employee performance.
- b. Recommend RSIA Harapan Mulia, pay attention to the work environment in the company so that employees feel safe and comfortable, thereby improving employee performance. Focus on the workplace conditions within the organization to ensure staff members feel secure and at ease, which will enhance their productivity.
- c. Recommend that hospitals, particularly RSIA Harapan Mulia, improve their leadership style and workloads by fostering relationships between superiors and subordinates, as well as between employees in the workplace. This includes providing motivation and clearly defining the job descriptions of each unit without adding excessive workloads that could overwhelm employees. This is in line with the company's aggressive

program, as research indicates that the atmosphere at work and the amount of work assigned can enhance how well employees perform.

Urgency

This research is extremely important as hospitals rely heavily on the quality of their workforce, which includes non-medical personnel who are crucial for ensuring the smooth operation of hospital services. The effectiveness of non-medical employees directly influences the success of management, patient care, and the overall efficiency of hospital functions. Data regarding the performance assessments of non-medical staff at RSIA Harapan Mulia Tigaraksa from 2022 to 2024 reveals that there is a variation in staff performance, with some individuals still categorized as having low performance, highlighting the need for ongoing improvement efforts. Furthermore, factors such as leadership style, workplace environment, and employee workload play critical roles in shaping productivity and the quality of work. A mismatch among these three factors can lead to lower motivation, greater workplace stress, and deteriorating quality of services in the hospital. This study is essential as it offers empirical evidence on the factors affecting the performance of non-medical staff, which can guide hospital management in creating more effective human resource strategies. Thus, this research is crucial for enhancing the quality of hospital services by boosting the performance of non-medical employees and supporting healthcare organizations in achieving their objectives effectively.

Novelty

The uniqueness of this research is found in its emphasis on non-medical staff within hospitals, contrasting with many earlier studies that concentrated primarily on healthcare professionals. This research underscores the crucial role that non-medical employees play in facilitating hospital functions related to administration and management. The investigation was carried out at RSIA Harapan Mulia Tigaraksa, which possesses different organizational traits and service requirements in comparison to standard hospitals. This adds a valuable perspective to the field of human resource management within healthcare. Additionally, the study revealed that the workplace environment is the most significant influence on employee performance when compared to other elements, thereby offering a practical insight for hospital management in developing strategies to enhance performance.

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