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THE INFLUENCE OF LEADERSHIP STYLE OF THE HEAD OF THE WARD, WORK CULTURE, AND WORKLOAD ON THE PERFORMANCE OF IMPLEMENTING NURSES IN THE INPATIENT WARD OF BUDIASIH HOSPITAL, SERANG

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ABSTRACT

This study aims to determine the influence of leadership style variables (X1), work culture (X2), and workload (X3) on performance variables (Y) on executive nurses in the Inpatient Room of Budiasih Serang Hospital both partially and simultaneously. The method used in this research is quantitative method, with respondents, namely all executive nurses in the inpatient room totaling 87 people. The analysis technique used is multiple linear regression analysis, correlation test, coefficient of determination test, with hypothesis testing methods, namely t test and F test. The results of hypothesis testing state that partially and simultaneously the variables of leadership style (X1), work culture (X2), and workload (X3) have a positive and significant effect on the performance variables of executive nurses, with a partial effect of 51%, 76%, and 12.6%, respectively. However, the magnitude of the simultaneous influence of the three independent variables on nurse performance is 81.7%, while the remaining 18.3% is influenced by other factors not examined in this study. Thus, if the leadership style, work culture, and workload increase, the performance of executive nurses in the Inpatient Room of Budiasih Serang Hospital will also increase.

KEYWORDS *Leadership Style, Work Culture, and Workload, Nurse Performance*

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INTRODUCTION

According to the Ministry of Health (2009), hospitals are healthcare institutions for the public with distinct characteristics influenced by the development of health sciences, technological advancements, and the socio-economic life of the community. Hospitals must continuously improve the quality and affordability of services to achieve the highest possible health standards (Maksum et al., 2022). Hospitals, as a vital component of the healthcare system, are where practicing nurses play a critical role in providing the best care to patients. Budiasih Serang Hospital is a general hospital serving the Banten region, with eight inpatient wards and 109 beds, and a varying number of nurses.

Practicing nurses are one of the essential professions in hospitals, playing a significant role in the delivery of healthcare services. As part of the largest healthcare service team, nurses are required to enhance the quality of hospital services. To maintain and improve service quality, the performance of all practicing nurses is constantly pushed to improve (Nyoman et al., 2017). Job performance is the work result that can be achieved by an individual or a group in an organization, in accordance with their respective authority and responsibility, to achieve organizational goals legally, without violating laws, and in line with moral or ethical standards (Hadi Wuryanto, 2022).

According to Moorhead and Chung/Megginson in Sugiono (2009:12), employee performance is influenced by several factors, including the quality of work, quantity of work, job knowledge, teamwork, creativity, innovation, and initiative. These factors are closely related to the pre-survey results, which indicate that nurses often receive complaints from patients and their families regarding delayed responses, irregular visits, lack of skills, and unfriendly attitudes.

The analysis of the pre-survey results shows that the majority of respondents disagreed that nurses could demonstrate good diagnostic abilities, handle a high workload without reducing the quality of care, manage time efficiently, make appropriate decisions in difficult situations, or work with little or no supervision. This indicates a need for improvement in diagnostic skills, time management, decision-making, and supervision.

The pre-survey results also highlight the need for increased training and education related to diagnostic skills, and a review of the task system and resource allocation at the workplace. Additionally, improvements are needed in time management efficiency, decision-making skills, and better supervisory support.

According to the Annual Report of Budiasih Serang Hospital, the number of nurse training sessions in inpatient wards increased from 2022 to 2023, indicating issues with nurse performance that need to be addressed. Warnings increased significantly, while written reprimands decreased, showing improvements among nurses who made major mistakes. However, the increase in counseling sessions suggests that many nurses require guidance or psychological support. These performance issues are related to a lack of discipline, motivation, and nurse welfare.

The leadership style of the ward head is a key element in shaping the work climate and motivation within the nursing team. An effective leadership style can provide guidance, support, and inspiration for nurses, creating a conducive work environment for quality healthcare services. The pre-survey results indicate several

areas needing attention and improvement in the leadership style of the ward head, particularly in aspects of team member appreciation, communication, direction delivery, responsibility, and emotional management.

Work culture in hospitals also significantly affects nurse performance. A culture that supports collaboration, open communication, and professional development can enhance nurse motivation and performance. However, pre-survey results show a lack of collaboration and communication among nurses and other team members at Budiasih Serang Hospital. This leads to ambiguity and errors in task execution, as well as a lack of efficiency and productivity in providing nursing care.

The workload of practicing nurses is a crucial factor in determining performance. Pre-survey results indicate that most nurses often work overtime, experience mental fatigue after work, and feel pressure from patients or their families affecting their performance. This reflects a high workload and staff shortages that force nurses to work longer hours than normal, and the need for strategies to reduce workload and enhance management support.

This study aims to thoroughly examine the influence of ward head leadership style, work culture, and workload on the performance of practicing nurses at Budiasih Serang Hospital. With a deeper understanding of the factors affecting nurse performance, the hospital can develop appropriate strategies and interventions to improve nurse performance, thereby providing better patient care and increasing patient satisfaction and the hospital's overall success. This research is expected to provide valuable insights for stakeholders at Budiasih Hospital to enhance healthcare service quality and the welfare of nurses in inpatient wards.

Thus, this study is expected to provide valuable insights for stakeholders at Budiasih Hospital to improve the quality of healthcare services and the welfare of nurses in inpatient wards. Based on the background description, the researcher is interested in taking the title "The Influence of Ward Head Leadership Style, Work Culture, and Workload on the Performance of Practicing Nurses in the Inpatient Wards of Budiasih Serang Hospital."

Research Hypothesis

Sugiyono (2007) states that a hypothesis is a temporary answer to the research problem formulation. It is considered temporary because the answer provided is based only on relevant theory, not yet on empirical facts obtained through data collection (Paramita, 2015). The research hypotheses are as follows:

1. H1: There is an influence of leadership style on the performance of nurses in the inpatient wards of Budiasih Serang Hospital. H0: There is no influence of leadership style on the performance of nurses in the inpatient wards of Budiasih Serang Hospital.
2. H2: There is an influence of work culture on the performance of nurses in the inpatient wards of Budiasih Serang Hospital. H0: There is no influence of work culture on the performance of nurses in the inpatient wards of Budiasih Serang Hospital.
3. H3: There is an influence of workload on the performance of nurses in the inpatient wards of Budiasih Serang Hospital. H0: There is no influence of

workload on the performance of nurses in the inpatient wards of Budiasih Serang Hospital.

4. H4: There is a simultaneous influence of leadership style, work culture, and workload on the performance of nurses in the inpatient wards of Budiasih Serang Hospital. H0: There is a simultaneous influence of leadership style, work culture, and workload on the performance of nurses in the inpatient wards of Budiasih Serang Hospital.

RESEARCH METHOD

This research uses quantitative methods that emphasize theory testing through measuring variables with numerical data and statistical analysis, using a deductive approach to test hypotheses. The operational definition of variables aims to provide an empirical reference that can be observed and measured. The study population was all executive nurses in the inpatient room of Budiasih Serang Hospital, totaling 87 people, who also became the research sample using the total sampling technique. Data were collected through questionnaires distributed to respondents using a Likert scale to measure related variables. Data analysis was carried out with the help of SPSS software, including descriptive analysis, validity and reliability tests, classical assumption tests (normality, multicollinearity and heteroscedasticity), multiple regression, correlation test, determination coefficient test and hypothesis testing (T test and F test). The results of hypothesis testing will determine the effect of leadership style, work culture, and workload on the performance of executive nurses. This research was conducted at Budiasih Serang Hospital in accordance with the predetermined research schedule.

RESULT AND DISCUSSION

Research Results

Respondent Identity

This study identifies the characteristics of respondents who are practicing nurses in the Inpatient Ward of Budiasih Serang Hospital based on gender, age, education, length of service, and employment status. Of the 87 respondents, 28.7% are male and 71.3% are female. The majority are aged 21-30 years (69%), followed by 31-40 years (20.7%), and 41-50 years (10.3%). The highest education level among respondents is professional education (40.2%), followed by Diploma 3 and Bachelor's degrees, each at 29.9%. The most common length of service is 1-5 years (39.1%), followed by less than 1 year (33.3%), more than 10 years (16.1%), and 6-10 years (11.5%). Employment status is dominated by contract employees (59.8%), permanent employees (34.5%), and interns (5.7%).

Descriptive Analysis of Research Variables

Description of the Ward Head Leadership Style Variable

In this study, the Ward Head Leadership Style variable was measured using six indicators proposed by Kartono (2008). Data from practicing nurses in the Inpatient Ward of Budiasih Serang Hospital showed that most respondents had a

positive perception of the ward head's decision-making ability (mean scores 3.91 and 3.75), staff motivation (mean scores 2.87 and 3.98), communication (mean scores 2.82 and 3.93), control over subordinates (mean scores 3.97 and 3.92), and emotional management (mean scores 3.28 and 3.72). However, there was variability in perceptions regarding recognition of hardworking staff and clarity of communication, with mean scores close to neutral. This indicates the need for greater attention to these aspects to ensure effective leadership and overall staff performance support.

Description of the Work Culture Variable

In this study, the work culture variable was measured using three indicators from Trigono et al. (2004) for nurses in the Inpatient Ward of Budiasih Serang Hospital. Based on data processed with IBM SPSS Version 29, the majority of respondents showed a positive attitude toward their job responsibilities. Most respondents disagreed with statements about neglecting responsibilities (82.7%, mean score 4.36) and rarely being late or leaving work (80.4%, mean score 4.28). They usually followed established procedures and protocols (79.3%, mean score 4.31). However, there was variability in motivation and work habits, with neutral attitudes toward laziness in handling heavy tasks (65.5%, mean score 3.05) and feeling unmotivated (63.2%, mean score 3.08). Attitudes toward workspace cleanliness and order also varied (62.1%, mean score 3.01). This data indicates generally good responsibility and work discipline, though some aspects require more attention to enhance motivation and consistency.

Description of the Workload Variable

In this study, the workload variable for nurses in the inpatient ward was measured using three indicators from Tarwaka (2013). The results show that most respondents felt rushed and lacking time, with mean scores of 2.90 for feeling rushed and 3.02 for feeling pressured by their work schedules. Regarding mental effort, many respondents felt anxious and worried about their tasks, with a mean score of 2.89, and the pressure to provide perfect care affected their anxiety and confidence, with a mean score of 3.01. Psychological pressure was also felt by most respondents, who felt burdened by their significant responsibilities (mean score 3.11) and experienced mental fatigue due to work pressure (mean score 3.03). Overall, the data show a neutral tendency, with some respondents feeling rushed, anxious, and pressured, indicating the need for further attention in workload management and emotional support to ensure nurses' well-being.

Description of the Nurse Performance Variable

In this study, the nurse performance variable was measured using five indicators according to Bintoro (2017). The results show that most respondents had a positive perception of the quality, timeliness, and effectiveness of practicing nurses, with mean scores above 4. Most respondents disagreed that nurses neglected important details (mean score 4.18) or cleanliness and sterilization (mean score 4.02). They also believed that nurses were punctual in administering medication (mean score 4.22) and adhered to schedules (mean score 4.18). Additionally,

respondents rated nurses as competent in evaluating patient conditions (mean score 4.13). However, there was variability in perceptions of work quantity and independence, with some respondents showing neutral attitudes. Respondents felt that nurses tended to complete tasks with good quality (mean score 3.82) but showed variability in productivity (mean score 3.21). There were also neutral perceptions regarding nurse communication and initiative (mean scores 2.92 and 3.01). Overall, this data indicates the need to focus on communication and initiative to ensure consistent standards in productivity and work speed.

Validity and Reliability Tests

Validity Test

The validity test was conducted by trialing the questionnaire/survey on 30 practicing nurses in the Outpatient Ward of Budiasih Serang Hospital. The decision was based on the calculated r-value (Bivariate Pearson) being greater than the table r-value of 0.361, indicating that the item/question is valid. This validity testing was performed using IBM SPSS version 29.

Validity Test for Ward Head Leadership Style Variable (X1)

The results of the validity test for the Ward Head Leadership Style variable can be seen in the following table:

Table 4.1 Validity Test for Ward Head Leadership Style Variable

Item Statement	Calculated r-value	Table r-value (n=30, α=0.05)	Remark
1	0.926	0.361	Valid
2	0.921	0.361	Valid
3	0.954	0.361	Valid
4	0.962	0.361	Valid
5	0.784	0.361	Valid
6	0.878	0.361	Valid
7	0.924	0.361	Valid
8	0.951	0.361	Valid
9	0.905	0.361	Valid
10	0.900	0.361	Valid
11	0.929	0.361	Valid
12	0.835	0.361	Valid

Source: Data Processed Using IBM SPSS Version 29, 2024

Based on the validity test calculations, it can be seen that all 12 items regarding the Ward Head Leadership Style distributed to respondents are declared valid and ready to be used in the research.

Validity Test for Work Culture Variable (X2)

The results of the validity test for the Work Culture variable can be seen in the following table:

Table 4.2 Validity Test for Work Culture Variable

Item Statement	Calculated r-value	Table r-value (n=30, α=0.05)	Remark
1	0.963	0.361	Valid
2	0.984	0.361	Valid
3	0.926	0.361	Valid
4	0.957	0.361	Valid
5	0.962	0.361	Valid
6	0.975	0.361	Valid

Source: Data Processed Using IBM SPSS Version 29, 2024

Based on the validity test calculations, it can be seen that all 6 items regarding Work Culture distributed to respondents are declared valid and ready to be used in the research.

Validity Test for Workload Variable (X3)

The results of the validity test for the Workload variable can be seen in the following table:

Table 4.3 Validity Test for Workload Variable

Item Statement	Calculated r-value	Table r-value (n=30, α=0.05)	Remark
1	30.881	0.361	Valid
2	0.944	0.361	Valid
3	0.974	0.361	Valid
4	0.938	0.361	Valid
5	0.946	0.361	Valid
6	0.921	0.361	Valid

Source: Data Processed Using IBM SPSS Version 29, 2024

Based on the validity test calculations, it can be seen that all 6 items regarding Workload distributed to respondents are declared valid and ready to be used in the research.

Validity Test for Practicing Nurse Performance Variable (Y)

The results of the validity test for the Practicing Nurse Performance variable can be seen in the following table:

Table 4.4 Validity Test for Practicing Nurse Performance Variable

Item Statement	Calculated r-value	Table r-value (n=30, α=0.05)	Remark
1	0.997	0.361	Valid
2	0.990	0.361	Valid

Item Statement	Calculated r-value	Table r-value (n=30, α=0.05)	Remark
3	0.960	0.361	Valid
4	0.932	0.361	Valid
5	0.994	0.361	Valid
6	0.943	0.361	Valid
7	0.973	0.361	Valid
8	0.990	0.361	Valid
9	0.969	0.361	Valid
10	0.983	0.361	Valid

Source: Data Processed Using IBM SPSS Version 29, 2024

Based on the validity test calculations, it can be seen that all 10 items regarding Practicing Nurse Performance distributed to respondents are declared valid and ready to be used in the research.

Reliability Test

A questionnaire is considered reliable if a person's responses to questions are consistent or stable over time. To analyze the reliability of the data instrument, we need to look at the output in the Scale Statistics section by checking the Cronbach's Alpha value. Cronbach's Alpha is a measure of reliability that ranges from 0 to 1. The assumption for testing using Cronbach's Alpha technique is that if the obtained Cronbach's Alpha value is greater than or equal to 0.6, the instrument can be considered reliable (Suripto & Saputra: 12-26).

Reliability Test for Ward Head Leadership Style Variable (X1)

The results of the reliability test for the Ward Head Leadership Style variable can be seen in the following table:

Table 4.5 Reliability Test for Ward Head Leadership Style Variable

Reliability Statistics	
Cronbach's Alpha	N of Items
.980	12

Source: Data Processed Using IBM SPSS Version 29, 2024

From the Reliability Statistics table above, it can be seen that the Cronbach's Alpha value is 0.980. Since the Cronbach's Alpha value of 0.980 is greater than or equal to 0.6, the instrument can be considered reliable.

Reliability Test for Work Culture Variable (X2)

The results of the reliability test for the Work Culture variable can be seen in the following table:

Table 4.6 Reliability Test for Work Culture Variable

Reliability Statistics	
Cronbach's Alpha	N of Items
.983	6

Source: Data Processed Using IBM SPSS Version 29, 2024

From the Reliability Statistics table above, it can be seen that the Cronbach's Alpha value is 0.983. Since the Cronbach's Alpha value of 0.983 is greater than or equal to 0.6, the instrument can be considered reliable.

Reliability Test for Workload Variable (X3)

The results of the reliability test for the Workload variable can be seen in the following table:

Table 4.7 Reliability Test for Workload Variable

Reliability Statistics	
Cronbach's Alpha	N of Items
.970	6

Source: Data Processed Using IBM SPSS Version 29, 2024

From the Reliability Statistics table above, it can be seen that the Cronbach's Alpha value is 0.970. Since the Cronbach's Alpha value of 0.970 is greater than or equal to 0.6, the instrument can be considered reliable.

Reliability Test for Practicing Nurse Performance Variable (Y)

The results of the reliability test for the Practicing Nurse Performance variable can be seen in the following table:

Table 4.8 Reliability Test for Practicing Nurse Performance Variable

Reliability Statistics	
Cronbach's Alpha	N of Items
.994	10

Source: Data Processed Using IBM SPSS Version 29, 2024

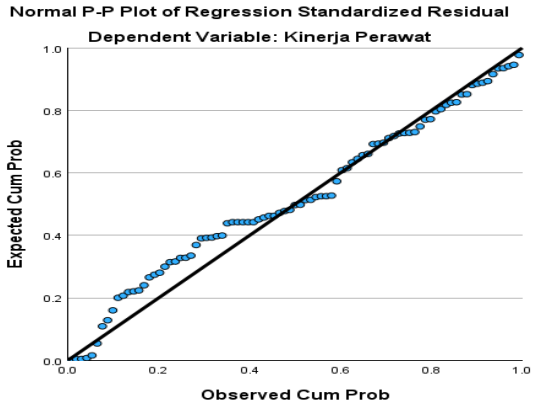
From the Reliability Statistics table above, it can be seen that the Cronbach's Alpha value is 0.994. Since the Cronbach's Alpha value of 0.994 is greater than or equal to 0.6, the instrument can be considered reliable.

Analysis Requirement Testing

Classical Assumption Tests

Normality Test

The normality test is carried out to test whether the confounding or residual variables in the regression model have a normal distribution.



The normality test for the accrual residual regression equation through graphical analysis shows that the distribution of data (dots) on the normality of the Normal P-P Plot graph is still close to the diagonal line and the pattern shows a normal distribution. It can be seen from the P Plot above that the points spread around the diagonal line and indicate that the regression model fulfills the normality assumption.

Multicollinearity Test T

The multicollinearity assumption test ensures that there is no correlation between the independent variables. To test for multicollinearity, the VIF and tolerance tests are used. The results of the calculations are shown in Table 4.18.

Table 4.9 Multicollinearity Test

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1(Constant)	4.078	1.704		2.394	.019		
Leadership Style	.168	.040	.256	4.240	<.001	.585	1.709
Work Culture	1.055	.091	.685	11.574	<.001	.608	1.644
Workload	.123	.054	.110	2.260	.026	.892	1.121

a. Dependent Variable: Kinerja Perawat

Source: Data Processed Using IBM SPSS Version 29, 2024

If the tolerance value is above 0.1 or the VIF is below 10, multicollinearity does not occur. Based on the table above, it is noted:

- **Leadership Style**: Has a tolerance value of 0.585 and a VIF of 1.709. This indicates no multicollinearity.
- **Work Culture**: Has a tolerance value of 0.608 and a VIF of 1.644. Like Leadership Style, this value indicates no multicollinearity.
- **Workload**: Has a tolerance value of 0.892 and a VIF of 1.121, indicating no multicollinearity.

Heteroscedasticity Test

Table 4.10 Heteroscedasticity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	.851	1.152		.738	.463		
	Leadership Style	.035	.027	.185	1.312	.193	.585	1.709
	Work Culture	-.057	.062	-.128	-.922	.359	.608	1.644
	Workload	.029	.037	.091	.795	.429	.892	1.121

a. Dependent Variable: ABSRES

Source: Data Processed Using IBM SPSS Version 29, 2024

The heteroscedasticity test using the Glejser method examines the Sig. value from the coefficients in the regression model. The Glejser method detects heteroscedasticity, which occurs when the variability of residuals is not constant across predictor values. If the Sig. value is greater than 0.05, heteroscedasticity does not occur. Based on the table above, it is noted:

- **Leadership Style**: With a Sig. value of 0.193, this indicates no heteroscedasticity with this variable.
- **Work Culture**: With a Sig. value of 0.359, this also indicates no heteroscedasticity.
- **Workload**: With a Sig. value of 0.429, like the other two variables, there is no heteroscedasticity.

Statistical Test

Multiple Regression Test Results

The influence of the independent variables Leadership Style, Work Culture, and Workload on the dependent variable Nurse Performance can be calculated through a multiple regression equation. Based on calculations using SPSS Version 29, the regression results are as follows:

Table 4.11 Multiple Regression Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	4.078	1.704		2.394	.019		
	Leadership Style	.168	.040	.256	4.240	<.001	.585	1.709
	Work Culture	1.055	.091	.685	11.574	<.001	.608	1.644
	Workload	.123	.054	.110	2.260	.026	.892	1.121

a. Dependent Variable: Kinerja Perawat

Source: Data Processed Using IBM SPSS Version 29, 2024

Based on the table above, the regression equation in this study is: $Y=4,078+0,168X_1+1,055X_2+0,123X_3-+e$

Information:
X1= Head of Space Leadership Style
X2= Work Culture
X3= Workload
e= Eror

The above regression equation shows the relationship between the independent variables and the dependent variable. The conclusions are:

- The constant value is 4.078, meaning that if there are no changes in Leadership Style, Work Culture, and Workload (values of X1, X2, X3 are 0), the Nurse Performance in the Inpatient Room of Budiasih Hospital is 4.078 units.
- The unstandardized beta coefficient for the Leadership Style variable is 0.168, meaning if X1 increases by 1%, the Nurse Performance in the Inpatient Room of Budiasih Hospital increases by 0.168. This indicates that the Leadership Style variable positively contributes to Nurse Performance.
- The unstandardized beta coefficient for the Work Culture variable is 1.055, meaning if X2 increases by 1%, the Nurse Performance in the Inpatient Room of Budiasih Hospital increases by 1.055. This indicates that the Work Culture variable positively contributes to Nurse Performance.
- The unstandardized beta coefficient for the Workload variable is 0.123, meaning if X3 increases by 1%, the Nurse Performance in the Inpatient Room of Budiasih Hospital increases by 0.123. This indicates that the Workload variable positively contributes to Nurse Performance.

Correlation Test

a. Product Moment Correlation Test

Table 4.12 Product Moment Correlation Test

Correlations

		Gaya Kepemimpinan	Budaya Kerja	Beban Kerja	Kinerja Perawat
Gaya Kepemimpinan	Pearson Correlation	1	.623**	.319**	.718**
	Sig. (2-tailed)		<.001	.003	<.001
	N	87	87	87	87
Budaya Kerja	Pearson Correlation	.623**	1	.258*	.873**
	Sig. (2-tailed)	<.001		.016	<.001
	N	87	87	87	87
Beban Kerja	Pearson Correlation	.319**	.258*	1	.369**
	Sig. (2-tailed)	.003	.016		<.001
	N	87	87	87	87
Kinerja Perawat	Pearson Correlation	.718**	.873**	.369**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	87	87	87	87

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

The table above displays the product moment correlation test results for four variables: Leadership Style, Work Culture, Workload, and Nurse Performance. Below is the interpretation of the results: a. Leadership Style and Nurse Performance:

- The correlation coefficient (r) is 0.718, which indicates that there is a strong relationship between leadership style and nurse performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.907[a]	.823	.817	2.293	.823	128.671	3	83	<.001

a. Predictors: (Constant), Beban Kerja, Budaya Kerja, Gaya Kepemimpinan

- The significance value (p-value) is <0.001, which means that this relationship is highly significant and does not occur by chance.

b. Work Culture and Nurse Performance:

- The correlation coefficient (r) is 0.873, which indicates that there is a very strong relationship between work culture and nurse performance.
- The significance value (p-value) is <0.001, which means that this relationship is highly significant and does not occur by chance.

c. Workload and Nurse Performance:

- The correlation coefficient (r) is 0.369, which indicates that there is a low relationship between workload and nurse performance.
- The significance value (p-value) is <0.001, which means that this relationship is highly significant and does not occur by chance.

In synthesis, the simple correlation test results show that leadership style has a very strong relationship with nurse performance. Work culture has a very strong relationship with nurse performance. Workload has a low relationship with nurses' performance.

b. Multiple Correlation Test

Table 4.13 Multiple Correlation Test

Based on the table above, the sig.F change value of 0.001 <0.05, it can be concluded that the leadership style variables (X1), work culture (X2) and workload (X3) are jointly or simultaneously related to the nurse performance variable (Y). To see the level of closeness by looking at the R value (correlation coefficient) with a value of 0.907. Based on the R value of 0.907 obtained, the criteria for the strength of the relationship between the variables of leadership style, work culture and workload with nurse performance have a very strong relationship.

Coefficient of Determination Test

The coefficient of determination essentially measures how well the model explains the variation in the dependent variable. The coefficient of determination values range from zero to one (Ghozali, 2011). The coefficient of determination is determined through the adjusted R square value as shown in the following tables.

Table 4.14 Coefficient of Determination for Leadership Style

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.718[a]	.516	.510	3.748

a. Predictors: (Constant), Gaya Kepemimpinan

Source: Data Processed Using IBM SPSS Version 29, 2024

Based on Table 4.14, the analysis results show that the adjusted R square value is 0.510. This means that the Leadership Style variable contributes 51% in explaining Nurse Performance (Y).

Table 4.15 Coefficient of Determination for Work Culture

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873[a]	.763	.760	2.624

a. Predictors: (Constant), Budaya Kerja

Source: Data Processed Using IBM SPSS Version 29, 2024

Based on Table 4.15, the analysis results show that the adjusted R square value is 0.760. This means that the Work Culture variable contributes 76% in explaining Nurse Performance (Y).

Table 4.16 Coefficient of Determination for Workload

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.369[a]	.136	.126	5.006

a. Predictors: (Constant), Beban Kerja

Source: Data Processed Using IBM SPSS Version 29, 2024

Based on Table 4.16, the analysis results show that the adjusted R square value is 0.126. This means that the Workload variable contributes 12.6% in explaining Nurse Performance (Y).

Table 4.17 Coefficient of Determination

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907[a]	.823	.817	2.293

a. Predictors: (Constant), Beban Kerja, Budaya Kerja, Gaya Kepemimpinan

b. Dependent Variable: Kinerja Perawat

Source: Data Processed Using IBM SPSS Version 29, 2024

Based on Table 4.17, the analysis results show that the adjusted R square value is 0.817. This means that the Leadership Style, Work Culture, and Workload

variables together contribute 81.7% in explaining Nurse Performance (Y). The other factors not studied in this research contribute 18.3% (100% - 81.7%).

Hypothesis Testing

a. T-Test

The t-test is used to test whether the independent variables have a significant effect on the dependent variable. The significance level used is 5% (Ghozali, 2006). The results of the t-test are shown in the following table.

Table 4.19 T-Test

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	4.078	1.704		2.394	.019		
	Gaya Kepemimpinan	.168	.040	.256	4.240	<.001	.585	1.709
	Budaya Kerja	1.055	.091	.685	11.574	<.001	.608	1.644
	Beban Kerja	.123	.054	.110	2.260	.026	.892	1.121

a. Dependent Variable: Kinerja Perawat

Source: Data Processed Using IBM SPSS Version 29, 2024

The calculations shown in Table 4.21 can be explained as follows:

Hypothesis Test 1 (Effect of Leadership Style on Nurse Performance)

H0: There is no effect of Leadership Style on Nurse Performance.

Ha: There is an effect of Leadership Style on Nurse Performance.

The t-test for the Leadership Style variable yields a t value of 4.240 > t table (1.992) with a significance level of 0.001 < 0.05. Thus, Ha is accepted and H0 is rejected. Therefore, the Leadership Style variable significantly affects Nurse Performance, meaning β1 is accepted.

Regression Equation: $\hat{Y} = 4.078 + 0.168X1$

Hypothesis Test 2 (Effect of Work Culture on Nurse Performance)

H0: There is no effect of Work Culture on Nurse Performance.

Ha: There is an effect of Work Culture on Nurse Performance.

The t-test for the Work Culture variable yields a t value of 11.574 > t table (1.992) with a significance level of 0.001 < 0.05. Thus, Ha is accepted and H0 is rejected. Therefore, the Work Culture variable significantly affects Nurse Performance, meaning β2 is accepted.

Regression Equation: $\hat{Y} = 4.078 + 1.055X2$

Hypothesis Test 3 (Effect of Workload on Nurse Performance)

H0: There is no effect of Workload on Nurse Performance.

Ha: There is an effect of Workload on Nurse Performance.

The t-test for the Workload variable yields a t value of 2.260 > t table (1.992) with a significance level of 0.026 < 0.05. Thus, Ha is accepted and H0 is rejected.

Therefore, the Workload variable significantly affects Nurse Performance, meaning β3 is accepted.
Regression Equation: $\hat{Y} = 4.078 + 0.123X3$

b. F-Test

The F-test is used to test the independent variables together against the dependent variable. The results of the F-test with statistical calculations using SPSS are shown in the following table.

Table 4.18 F-Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2029.106	3	676.369	128.671	<.001[b]
	Residual	436.297	83	5.257		
	Total	2465.402	86			

a. Dependent Variable: Kinerja Perawat
b. Predictors: (Constant), Beban Kerja, Budaya Kerja, Gaya Kepemimpinan
Source: Data Processed Using IBM SPSS Version 29, 2024

Based on the table above, the F-test results show an F value of 128.671 > 2.70 and a probability value of 0.001 < 0.05. This means that the variables Leadership Style, Work Culture, and Workload together significantly affect Nurse Performance (Y), and the regression model in this study is considered fit or appropriate.

Discussion

The Influence of Head Nurse Leadership Style (X1) on Nurse Performance (Y)

Based on the test results, it shows that the leadership style of the head nurse has a significant effect on nurse performance with a positive coefficient value, where tt 240 is compared to $ttablet$ at the 5% error rate ($ttable$ = 1.992). Therefore, tcount> ttable (4.240 > 1.992) with a significance of 0.001 < 0.05, indicating that the leadership style of the head nurse has a positive effect on nurse performance. in addition, the result of the correlation coefficient (r) value is 0.718, which indicates that there is a strong relationship between leadership style and nurse performance. The regression analysis results also show that this model has a coefficient of determination (R^2) of 0.510, which means that the leadership style of the head nurse has an influence of 51% on nurse performance.

This finding is also supported by previous research conducted by Aris Widiyanto et al. (2021), which states that there is a significant influence of the leader's leadership style on nurse performance. Good nurse performance is supported by leaders who apply a positive leadership style to their subordinates.

The Influence of Work Culture (X2) on Nurse Performance (Y)

Based on the test results, it shows that work culture has a significant effect on nurse performance with a positive coefficient value, where $tcalc$ = 11.574 is greater than t table at 5% error rate (t table = 1.992). Therefore, tcount > ttable (11.574 >

1.992) with a significance of 0.001 < 0.05, indicating that work culture has a positive effect on nurses' performance. In addition, the value of the correlation coefficient (r) is 0.873, which indicates that there is a very strong relationship between work culture and nurses' performance.

The regression analysis results also show that this model has a coefficient of determination (R^2) of 0.760, which means that work culture has an influence of 76% on nurse performance.

This finding is also supported by previous research conducted by Sari, Widiyanti, and Rahayu (2018), which states that work culture has a positive and significant influence on employee performance.

The Influence of Workload (X3) on Nurse Performance (Y)

Based on the test results, it shows that workload has a significant effect on nurse performance with a positive coefficient value, where $tcalc$ = 2.260 $ttablahan$ = 2.260 compared to $ttablahan$ at the 5% error level (ttabel = 1.992). Therefore, tcount > ttable (2.260 > 1.992) with a significance of 0.026 < 0.05, indicating that workload has a positive effect on nurse performance. in addition, the result of the correlation coefficient (r) value is 0.369, which indicates that there is a low relationship between workload and nurse performance.

The regression analysis results also show that this model has a coefficient of determination (R^2) of 0.126, which means that workload has an influence of 12.6% on nurse performance.

This finding is also supported by previous research conducted by Aprilia, Samsir, and Pramadewi (2014), which states that workload has a significant effect on the performance of nurses at Ibnu Sina Islamic Hospital Pekanbaru.

The Influence of Head Nurse Leadership Style, Work Culture, and Workload on Nurse Performance

Based on the regression analysis presented in the table above, it shows that the variables "Head Nurse Leadership Style," "Work Culture," and "Workload" have a significant influence on "Nurse Performance." In this analysis, the regression coefficient for "Head Nurse Leadership Style" is 0.168, meaning that every one-unit change in leadership style will increase nurse performance by 0.168 units, assuming other variables remain constant.

The regression coefficient for "Work Culture" is 1.055, meaning that each one unit change in work culture will increase nurse performance by 1.055 units, assuming other variables remain constant. The regression coefficient for "Workload" is 0.123, meaning that each one unit change in workload will increase nurse performance by 0.123 units, assuming other variables remain constant. Based on the correlation coefficient value of 0.907 obtained, the criteria for the strength of the relationship between the variables of leadership style, work culture and workload with nurse performance have a very strong relationship. The results of the regression analysis also show that this model has a coefficient of determination (R^2) of 0.823, meaning that the variables "Head of Room Leadership Style", "Work Culture", and "Workload" together have an influence of 82.3% on nurse

performance. This indicates that these variables have good predictive ability to explain nurse performance.

In summary, the regression analysis shows that "Head Nurse Leadership Style," "Work Culture," and "Workload" have a significant influence on "Nurse Performance." Effective leadership, a positive work culture, and manageable workloads can enhance nurse performance. These results have important practical implications for developing human resource strategies and effective work management in hospitals.

CONCLUSION

The conclusion of the study indicates that leadership style, work culture, and workload all have a significant impact on the performance of nurses at Budiasih Hospital in Serang. Leadership style has a positive influence with a beta coefficient of 0.168 and a significance level of <0.001, contributing 51% of the effect. Work culture has the most dominant influence with a beta coefficient of 1.055 and a significance level of <0.001, contributing 76% of the effect. Workload also has a positive impact, although smaller, with a beta coefficient of 0.123 and a significance level of 0.026, contributing 12.6% of the effect. The F test shows that the three variables together significantly influence nurse performance with an F value of 128.671 and a probability of 0.001. The regression model used has an R Square of 0.823, indicating that 82.3% of the variation in nurse performance can be explained by these three variables.

To see the level of closeness by looking at the R value (correlation coefficient) with a value of 0.907. Based on the R value of 0.907 obtained, the criteria for the strength of the relationship between the variables of leadership style, work culture and workload with nurse performance have a very strong relationship.

Recommendations for institutions include improving leadership style, strengthening work culture by building a solid team and giving awards, organizing workload fairly, and monitoring and evaluating nurse performance regularly. For future researchers, it is recommended to include other variables that affect nurse performance, use different research methods, and conduct more in-depth analysis such as mediation and moderation analysis. By implementing these suggestions, it is hoped that nurse performance and patient service quality can continue to be improved.

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