



Journal Homepage: - www.journalijar.com
**INTERNATIONAL JOURNAL OF
 ADVANCED RESEARCH (IJAR)**

Article DOI: 10.21474/IJAR01/4896
 DOI URL: <http://dx.doi.org/10.21474/IJAR01/4896>



RESEARCH ARTICLE

THE INFLUENCE OF PERSONALITY, LEADERSHIP AND ORGANIZATIONAL CULTURE TOWARDS THE PERFORMANCE OF ISLAMIC GENERAL HOSPITAL NURSING STAFFS IN SURABAYA WITH WORK MOTIVATION AND JOB SATISFACTION AS THE MEDIATING VARIABLE.

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Manuscript Info

Manuscript History

Received: 20 May 2017
 Final Accepted: 22 June 2017
 Published: July 2017

Key words:-

Personality, leadership, organizational culture, work motivation, job satisfaction, and performance

Abstract

The research is aimed to find out the influence of personality, leadership, and organizational culture towards the performance of Islamic General Hospital Nursing Staff in Surabaya with work motivation and job satisfaction as the mediating variable. The result of the research describes that personality, leadership, and organizational culture give positive and significant influence to the work motivation and job satisfaction and it also gives influence to the performance of Islamic General Hospital Nursing Staff in Surabaya.

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Introduction:-

Health services which are provided to the community are not only the responsibility of the government, but the community institutions also have the obligation to provide the best services to the people in need. Healthy community condition will be able to assist the process of activities which are carried out by the government in an effort to provide health services to the community. Hospital is the health services institution will require and use a reliable medical worker in providing services to his patients so that the reputation of the hospital as the referral place for people who seek for medical treatment will be remembered by the community. Hospital is a form of business services in the field of health which provides special attention to the community because it concerns with the safety and the life of someone who requires medical treatment. Qualified human resources are required to engage in it both a physician assistant physician and nurse as well as its administrative staff. The Constitutions of the Republic of Indonesia, No.44 of 2004 the fifth section on Human Resources in article 12 paragraph 1 states the requirements of human resources as it is referred to in article 7 paragraph (1) that the Hospital shall have permanent personnel which includes medical and medical support personnel, nursing staff, pharmaceutical personnel, hospital management personnel and non-medical workers. In addition to medical personnel and medical support, especially on nursing staff is not less important in giving contribution toward the satisfaction of the patient and his family and the creation of the good reputation of the hospital through the activities which have been done. Each nursing staff must have a license or certificate from his or her formal education as an expert in the field of nursing, but in conducting his or her activity is not separated from several variables which can affect his or her performance, i.e.: Personality, Leadership, Organizational Culture, Work Motivation and job satisfaction. These five variables require the attention of the stakeholders within the hospital itself in order to achieve maximum performance for nursing staff and to prevent the occurrence of dissatisfaction of the patient. The individual behavior variables are very interesting to be studied in depth so that the result of the nursing staff performance is maintained and can give the best to the hospital.

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Theoretical Reviews:-

The ability of a person in carrying out his or her daily activities will be worthwith the strong will which emerge from him or her as long as he or she still has a strong desire to meet the needs of his or her life either at this moment or in the future. Similarly, for nursing staffs who work in the Hospital certainly requires a high spirit in carrying out their tasks and responsibilities as employees. When the tasks are performed, nursing staff will not be separated from the interaction with other individuals so that adaptation or adjustment of his or her behavior in order to be accepted and adjust to the environment is required. In conducting activities, a person will not be separated from the characteristics of his or her personality because the style behavior of a person varies between the one to the other. Luthans (2005:228) personality can be defined as how a person influences other people and how the people perceive and comprehend him or her, as well as how the standard patterns of their inner and outer characters in measuring trait and interaction among human-situations. Moorhead and Griffin (2010:63) personality is a series of psychological attributes which is relatively stable in distinguishing one person from another. Each person has a different character and this will be obvious when the person is behaving in various activities which require interaction with other people. When a person conducts activities within the organization which requires a leader to coordinate various activities which need to be carried out simultaneously. The leadership of a person is expected to accommodate all organizational interests in various requirements in order to achieve its goals. Leadership has both direct and indirect relationship to the led subordinates and subordinates have expectation to the related leader can cooperate in accordance with the structure of the hierarchy within the organization. Robbins and Judge (2011:377) stated that leadership is the ability to influence a group toward the achievement of vision or set of goals. Meanwhile, according to Ivancevich and Matteson (1999:409) leadership as the process of influencing others to facilitate the attainment of organizationally relevant goals. Basically a leader must be able to influence other people willing to do something in accordance with his or her expectations or will within the organization for the common interest and the achievement of organizational goals. Organizational culture is required in organizing so that each person in conducting his or her behavior have a common direction and goals which have been determined together. Each organization has different organizational culture that depends on the difference types of business which has been running. Organizational culture is required to strengthen the commonality of opinion in behaving as the members of the organization and it is the basis for carrying out actions on every tasks which are held by the members of the organization. A strong organizational culture will be able to shape the character of each individual behavior that is not easily influenced by things which might harm the organization or the personalities of its members because it is in line with the interests of the organization. Kreitner and Kinicki (2014: 62) stated that organizational culture is an assumption device that is shared and implicitly accepted and held by a group that determines how it is perceived, thought and acted upon a diverse environment. Moeljono (2003: 17) stated that work culture is the dominant values that are disseminated within the organization and referred to as employee work philosophy. It is clear that organizational culture is a guideline or direction of work behavior in the organization or company that is used as a tool to achieve maximum results in a directed behavior. In the implementation, a worker will be influenced by the variables which are associated with his or her motivation i.e. personality, leadership and organizational culture which have been mutually agreed. Motivation is an encouragement in the individual to carry out activities and fulfill what is needed and desired both individual and in his or her working group. Without motivation a person will not be moved to act in fulfilling the process of life so that what is dreamed can be achieved. The motivation of a person can be stimulated from within himself and from the outside so that what is done is a behavioral process which is preceded by the motivation he or she has. Each person will need motivation while he or she is still involved in his or her daily life and there are still unfulfilled in the journey of his life. Jewell and Siegal (1990: 335) stated that motivation refers to the amount of power that produces, directs and sustains effort in certain behaviors. Buchanan and Huczynski (1997: 68) stated that motivation is the internal psychological process of initiating, energizing, directing and maintaining goals-directed behavior. When the motivation of a person is formed and fulfilled, it will lead to the satisfaction of his work, this is reasonable because when the impulse appears strong in a person then the person will feel the satisfaction in his feelings. Job satisfaction is a dream for everyone because without job satisfaction, it is unlikely for a person to feel comfortable in his or her work and it can last long in the company he or she works. High job satisfaction will give influence to the results of his or her performance. Wibowo (2013:131) stated that job satisfaction reflects on how we feel about our work and what we think about our work. Kartono (1994:167) stated that job satisfaction of a person which has been obtained from the environment can be in the form of a sense of pride for success or his or her success in carrying out his or her tasks to the completion. When workers experience job satisfaction, it can encourage the level of his or her work productivity and this matter will affect the overall performance of the organization. Employee performance is the standard of corporate success so that supervision on employee performance is needed both in the short and long term. Performance is the result of the achievement of a person in a certain period of time either in quantity or in the form of quality. Rivai, et al (2004) in Koesmono (2014)

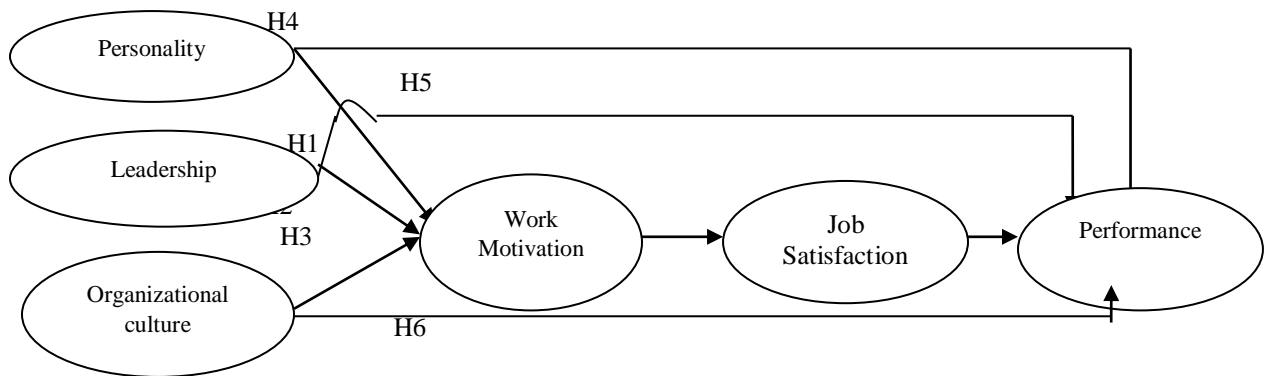
claimed that performance is the result or the person's overall success rate during a certain period in carrying out the task compared to a range of possibilities, such as a standard work, target or goals, advance and agreed upon together. Tohardi (2002:254) stated that performance is the evaluation toward the work which is carried out through direct superior, colleagues, himself and subordinates. In relation to these descriptions, the researcher has a concept to examine about: The Influence of Personality, Leadership and Organizational Culture on Nursing Staff of Islamic Toward Performance General Hospital in Surabaya through the Mediating Variables of Work Motivation and Job Satisfaction.

Research Methodology:-

Research Models:-

The research model uses hypothesis which is based on real problem in Islamic General Hospital Surabaya with the title: Influence of Personality, Leadership and Organizational Culture on Performance Nursing Staff of Islamic General Hospital in Surabaya through Variable Mediating Work Motivation and Job Satisfaction.

The conceptual frameworks in this research are as follow:-



Research Hypothesis:-

- H1: Personality gives influence to the work motivation Nursing Staffs of Islamic General Hospital in Surabaya
- H2: Leadership gives influence to the work motivation Nursing Staffs of Islamic General Hospital in Surabaya
- H3: Organizational Culture gives influence to the work motivation Nursing Staffs of Islamic General Hospital in Surabaya
- H4: Personality gives influence to the performance of Nursing Staff of Islamic General Hospital in Surabaya
- H5: Leadership gives influence to the performance of Nursing Staffs of Islamic General Hospital in Surabaya
- H6: Organizational Culture gives influence to the performance of Nursing Staff of Islamic General Hospital in Surabaya
- H7: Work Motivation gives influence to the job satisfaction Nursing Staffs of Islamic General Hospital in Surabaya
- H8: Job Satisfaction gives influence to Nursing Staffs Performance of Islamic General Hospital in Surabaya

Research Design:-

Based on the background of the problem, it can be classified that this research has been carried out by using the hypothesis. This research is based on the current facts or conditions of a population of Nursing Staffs which are available at the Islamic General Hospital in Surabaya. This research presents the extent to which Personality, Leadership, Organizational Culture give influence to the Performance of Nursing Staff through the mediating variables Work Motivation and Job Satisfaction.

Types and Sources of Data:-

The type of data is the interval scale (Likert scale) which is shown by the same distance among the numbers of one with the other from the smallest to the largest number of 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree). Mean while the data source is primarily carried out by issuing questionnaires to the respondents.

The Sample Collection and The Number of Samples

The sampling technique has been carried out by using random sampling from the population of Nursing Staffs of Islamic General Hospital in Surabaya. Sugiyono (2010:91) stated that the number of samples used is 100 - 200 people.

Variable Identification:-

1. Independent Variable: personality, leadership, organizational culture
2. Dependent Variable: work motivation, job satisfaction, performance

Operational Definition:-

1. Personality is the character of a person in behaving
2. Leadership is the way of people give influence to others to do what they want
3. Organizational Culture is the values that are believed to be true and used as the basis of a person in behaving
4. Motivation is the impetus that a person has to perform his activities
5. Job satisfaction is the feeling of a person towards the work environment, the result of his work, satisfactory or unsatisfactory for him during running the work activity
6. Performance is the result of an effort which has been made by a person within a certain period of time.

The Sample Collection Technique:-

The sampling technique has been carried out by using simple random sampling from the number of nurses in Islamic General Hospital in Surabaya. The number of samples has been set as follows Hair *et.al.* in Ferdinand (2002:47) stated that the standard of sample which is used in the SEM (Structural Equation Modeling) is between 100 up to 200. The issuance of questionnaires is as many as 150 exemplars and 140 exemplars have returned and met the requirement as sample are 135 Persons.

Details of respondent data are as follows:-

Sex type: Male: 23 people Female: 112 people

Age:

20 – 25 years: 32 people

26 – 30 years: 60 people

31 – 39 years: 24 people

≥ 40 years : 19 people

Years of service:

01 – 10 years: 46 people

11 – 20 years: 24 people

21 – 30 years: 19 people

≥ 31 years : 46 people

Data analysis:-

The data has been analyzed by using statistics and SEM (Structural Equation Modeling) program Particularly AMOS 4.01 Version.

Regression Equation:-

$$Y1 = aX1 + bX2 + cX3$$

$$Y2 = dY1$$

$$Y3 = eX1 + fX2 + gX3 + hY2$$

Description:-

X1 = Personality

X2 = Leadership

X3 = Organizational Culture

Y1 = Work Motivation

Y2 = Job Satisfaction

Y3 = Nursing Staff Performance

A,b,c,d,e,f,g,h = Constants

The results of the research are as follow:-

Variable Descriptions

The average of respondent answer through each indicator is:

The indicator description of X1 variable

No	X1 Questions	Statements					Mean	Std. of Deviation
		1	2	3	4	5		
1	X1.1	4	14	8	55	54	4.04	1.071
2	X1.2	6	9	7	84	29	3.90	.964
3	X1.3	4	11	5	81	34	3.96	.942
4	X1.4	6	4	14	77	34	3.96	.937
5	X1.5	4	4	4	81	42	4.13	.845
X1							3.97	.898

The average value of X1 of 3.97 and the standard deviation of 0.898 can be interpreted that simultaneously the answers of respondent member are tend to agree to the existing statements in the X1 indicator.

The indicator description of X2 variable

No	X2 Questions	Statements					Mean	Std. Of Deviation
		1	2	3	4	5		
1	X2.1	9	11	29	38	48	3.78	1.207
2	X2.2	7	12	24	61	31	3.72	1.077
3	X2.3	7	10	8	85	25	3.82	.992
4	X2.4	6	10	12	69	38	3.91	1.033
5	X2.5	5	11	14	79	26	3.81	.963
X2							3.75	1.045

The average value of X2 of 3.75 and the standard deviation of 1.045 can be interpreted that simultaneously the answers of respondent member are tend to agree to the existing statements in the X2 indicator.

The indicator description of X3 variable

No	X3 Questions	Statements					Mean	Std. of Deviation
		1	2	3	4	5		
1	X3.1	6	13	18	57	41	3.84	1.099
2	X3.2	9	15	28	56	27	3.57	1.130
3	X3.3	7	10	30	62	26	3.67	1.037
4	X3.4	6	16	36	46	31	3.59	1.102
5	X3.5	9	13	29	54	30	3.61	1.133
X3							3.66	1.011

The average value of X3 of 3.66 and the standard deviation of 1.011 can be interpreted that simultaneously the answers of respondent member are tend to agree to the existing statements in the X3 indicator.

The indicator description of Y1 variable

No	Y1 Questions	Statements					Mean	Std. of Deviation
		1	2	3	4	5		
1	Y1.1	5	10	15	73	32	3.87	.983
2	Y1.2	4	5	16	76	34	3.97	.889
3	Y1.3	5	4	20	67	39	3.97	.946
4	Y1.4	5	3	14	76	37	4.01	.898
5	Y1.5	4	5	23	65	38	3.95	.933
Y1							3.94	.969

The average value of Y1 of 3.94 and the standard deviation of 0.969 can be interpreted that simultaneously the answers of respondent member are tend to agree to the existing statements in the Y1 indicator.

The indicator variable of Y2 variable

No	Y2 Questions	Statements					Mean	Std. of Deviation
		1	2	3	4	5		
1	Y2.1	0	19	56	39	21	3.46	.920
2	Y2.2	1	8	49	60	17	3.62	.809
3	Y2.3	0	9	55	53	18	3.59	.804
4	Y2.4	0	3	108	11	13	3.25	.655
5	Y2.5	2	8	50	56	19	3.61	.856
Y2							3.51	.795

The average value of Y2 of 3.71 and the standard deviation of 0.795 can be interpreted that simultaneously the answers of respondent member are tend to agree to the existing statements in the Y2 indicator.

The indicator description of Y3variable

No	Y2 Questions	Statements					Mean	Std. of Deviation
		1	2	3	4	5		
1	Y3.1	7	8	21	70	29	3.79	1.018
2	Y3.2	6	9	29	64	27	3.72	1.005
3	Y3.3	6	6	17	81	25	3.84	.932
4	Y3.4	7	6	26	68	28	3.77	1.000
5	Y3.5	6	7	22	68	32	3.84	.994
Y3							3.79	0.989

The average value of Y3 of 3.79 and the standard deviation of 0.989 can be interpreted that simultaneously the answers of respondent member are tend to agree to the existing statements in the Y3 indicator.

Realibility and Validity Test

The confirmatory factors analysis of each variable is used to find out whether the questions in the questionnaire are representative enough:

Validity Test: X1 Variable

X1	Loading Factor	P value
X1.1	0.705	0.000
X1.2	0.919	0.000
X1.3	0.978	0.000
X1.4	0.815	0.000
X1.5	0.578	0.000

It has been found from these five indicators that the Loading Factor is $> \alpha = 0.05$, it means that all data can be used to measure X1 variable.

X2 Variabel

X2	Loading Factor	P value
X2.1	0.847	0.000
X2.2	0.913	0.000
X2.3	0.908	0.000
X2.4	0.903	0.000
X2.5	0.861	0.000

It has been found from these five indicators that the Loading Factor is $> \alpha = 0.05$, it means that all data can be used to measure X2 variable.

X3 Variable

X3	Loading Factor	P value
X3.1	0.798	0.000
X3.2	0.914	0.000

X3.3	0.903	0.000
X3.4	0.886	0.000
X3.5	0.882	0.000

It has been found from these five indicators that the Loading Factor is $> \alpha = 0.05$, it means that all data can be used to measure X3 variable.

Y1 Variable

Y1	Loading Factor	P value
Y1.1	0.894	0.000
Y1.2	0.895	0.000
Y1.3	0.890	0.000
Y1.4	0.784	0.000
Y1.5	0.810	0.000

It has been found from these five indicators that the Loading Factor is $> \alpha = 0.05$, it means that all data can be used to measure Y1 variable.

Y2 Variable

Y2	Loading Factor	P value
Y2.1	0.824	0.000
Y2.2	0.923	0.000
Y2.3	0.898	0.000
Y2.4	0.573	0.000
Y2.5	0.812	0.000

It has been found from these five indicators that the Loading Factor is $> \alpha = 0.05$, it means that all data can be used to measure Y2 variable.

Y3 Variable

Y3	Loading Factor	P value
Y3.1	0.824	0.000
Y3.2	0.923	0.000
Y3.3	0.898	0.000
Y3.4	0.573	0.000
Y3.5	0.812	0.000

It has been found from these five indicators that the Loading Factor is $> \alpha = 0.05$, it means that all data can be used to measure Y3 variable.

Reliability Test

X1 Variable

X1	P value Variance Error	Description	Loading (λ)	λ^2	$1-\lambda^2$	CR
X1.1	0.000	Reliable	0.705	0.497025	0.502975	0.904
X1.2	0.000	Reliable	0.919	0.844561	0.155439	
X1.3	0.000	Reliable	0.978	0.956484	0.043516	
X1.4	0.000	Reliable	0.815	0.664225	0.335775	
X1.5	0.000	Reliable	0.578	0.334084	0.665916	
Total	0.000		3.995		1.70362	

It has been obtained from the calculation that the CR value = 0.904 is above the cut off value of 0.7, so it can be said that X1 is reliable and p value variance error is < 0.05

X2 Variable

X1	P value Variance Error	Description	Loading (λ)	λ^2	$1-\lambda^2$	CR
X2.1	0.000	Reliable	0.847	0.717409	0.282591	0.907
X2.2	0.000	Reliable	0.913	0.833569	0.166431	
X2.3	0.000	Reliable	0.908	0.824464	0.175536	
X2.4	0.000	Reliable	0.903	0.815409	0.184591	
X2.5	0.000	Reliable	0.861	0.741321	0.258679	
Total			4.432		1.06783	

It has been obtained from the calculation that the CR value = 0.907 is above the cut off value of 0.7, so it can be said that X2 is reliable and p value variance error is < 0.05.

X3 Variable

X3	Pvalue Variance Error	Description	Loading (λ)	λ^2	$1-\lambda^2$	CR
X3.1	0.000	Reliable	0.798	0.636804	0.363196	0.944
X3.2	0.000	Reliable	0.914	0.835396	0.164604	
X3.3	0.000	Reliable	0.903	0.815409	0.184591	
X3.4	0.000	Reliable	0.886	0.784996	0.215004	
X3.5	0.000	Reliable	0.882	0.777924	0.222076	
Total			4.383		1.14947	

It has been obtained from the calculation that the CR value = 0.944 is above the cut off value of 0.7, so it can be said that X3 is reliable and p value variance error is < 0.05

Y1 Variable

Y1	Pvalue Variance Error	Description	Loading (λ)	λ^2	$1-\lambda^2$	CR
Y1.1	0.000	Reliable	0.894	0.799236	0.200764	0.932
Y1.2	0.000	Reliable	0.895	0.801025	0.198975	
Y1.3	0.000	Reliable	0.890	0.792100	0.207900	
Y1.4	0.000	Reliable	0.784	0.614656	0.385344	
Y1.5	0.000	Reliable	0.810	0.656100	0.343900	
Total			4.273		1.33688	

It has been obtained from the calculation that the CR value = 0.932 is above the cut off value of 0.7, so it can be said that Y1 is reliable and p value variance error is < 0.05

Y2 Variable

Y2	Pvalue Variance Error	Description	Loading (λ)	λ^2	$1-\lambda^2$	CR
Y2.1	0.000	Reliable	0.824	0.678976	0.321024	0.907
Y2.2	0.000	Reliable	0.923	0.851929	0.148071	
Y2.3	0.000	Reliable	0.898	0.806404	0.193596	
Y2.4	0.000	Reliable	0.573	0.328329	0.671671	
Y2.5	0.000	Reliable	0.812	0.659344	0.340656	
Total			4.03		1.67502	

It has been obtained from the calculation that the CR value = 0.907 is above the cut off value of 0.7, so it can be said that Y2 is reliable and p value variance error is < 0.05

Y3 Variable

Y3	Pvalue Variance Error	Description	Loading (λ)	λ^2	$1-\lambda^2$	CR
Y3.1	0.000	Reliable	0.956	0.913936	0.086064	

Y3.2	0.000	Reliable	0.880	0.774400	0.225600	0.961
Y3.3	0.000	Reliable	0.985	0.970225	0.029775	
Y3.4	0.000	Reliable	0.824	0.678976	0.321024	
Y3.5	0.000	Reliable	0.909	0.826281	0.173719	
Total			4.554		0.836182	

It has been obtained from the calculation that the CR value = 0.961 is above the cut off value of 0.7, so it can be said that Y3 is reliable and p value variance error is <0.05

Normality Test:-

Data Normality is a requirement in Structural Equation Modeling (SEM). A significant level of 1% is used in this research, the CR value (Critical Ratio) between -2.58 to 2.58 ($-2.58 \leq CR \leq 2.58$) is said to be normally distributed. This research yields CR of 2.096 then the value is located between -2.58 and 2.58 then the data can be said to be normal distribution.

Singularity Test:-

Singularity can be seen through the determinants of covariance matrix. The results in this research show that the determinant value of covariance matrix sample is 0.019 this value almost close to zero, it means that singularity problem does not occur.

Multicollinearity Test:-

The result of multicollinearity test shows that when p value on covariance is greater than $\alpha = 0.05$ then multicollinearity does not occur and this research generates the value as follows:

X1 and X2 is 0.139, X2 and X3 is 0.081; X1 and X3 is 0.163 these values are greater than $\alpha = 0.05$ then the multicollinearity does not occur in the analyzed data.

Model Feasibility Test:-

Goodness of Fit in Overall Model Test:-

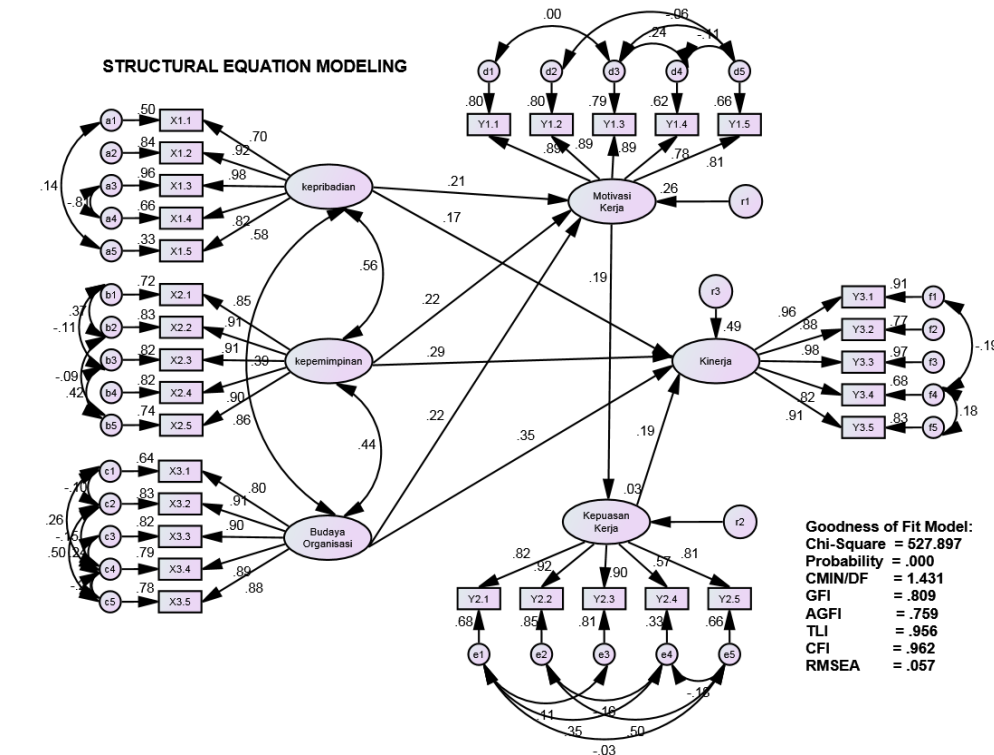
Criteria	Cut – Off Value	Result of Calculation	Description
Chi – Square	expected small	527.897	χ^2 with df = 369 Is 414.797 Less good
Significance Probability	$\geq 0,05$	0,000	Less good
RMSEA	$\leq 0,08$	0,057	Good
GFI	$\geq 0,90$	0,809	Quite good
AGFI	$\geq 0,90$	0,759	Quite good
CMIN/DF	$\leq 2,00$	1,431	Good
TLI	$\geq 0,90$	0,956	Good
CFI	$\geq 0,90$	0,962	Good

Based on the table above, there are six criteria which are stated to be good and quite good therefore it can be concluded that the models can be accepted which means there is a compatibility between models and data.

The Result of The Influence Among Variables:-

The Result of Hypothesis Test:-

Variable		Coefficient	C.R.	Prob.	Description	
Work Motivation	<---	Personality	.208	2.034	.042	Significant
Work Motivation	<---	Leadership	.216	2.051	.040	Significant
Work Motivation	<---	Organizational Culture	.215	2.285	.022	Significant
Job Satisfaction	<---	Work Motivation	.186	1.980	.048	Significant
Performance	<---	Personality	.172	2.057	.040	Significant
Performance	<---	Leadership	.291	3.341	***	Significant
Performance	<---	Organizational Culture	.348	4.413	***	Significant
Performance	<---	Work Motivation	.187	2.680	.007	Significant

**Regression Equation:-**

$$Y1 = 0,208 X1 + 0,216 X2 + 0,215 X3$$

$$Y2 = 0,186 Y1$$

$$Y3 = 0,172 X1 + 0,291 X2 + 0,348 X3 + 0,187 Y2$$

The results of Path Coefficient which are compatible with hypothesis are as Follow:-

1. Personality (X1) gives significant influence to the Work Motivation of Nursing Staff with line coefficient of 0.208
2. Leadership (X2) gives significant influence to the Work Motivation of Nursing Staff with line coefficient of 0.216
3. Organizational Culture (X3) gives significant influence to the Work Motivation of Nursing Staff with coefficient path of 0.215
4. Work Motivation gives significant influence to the Job Satisfaction of Nursing Staff with path coefficient of 0.186
5. Personality (X1) gives significant influence to the Performance of Nursing Staff with line coefficient of 0.172
6. Leadership (X2) gives significant influence to the Performance of Nursing Staff with coefficient of line of 0.291
7. Organization Culture (X3) give significant influence to the performance of Nursing Staff with line coefficient of 0.348
8. Job satisfaction (Y2) gives significant influence to the performance of Nursing Staff with path coefficient of 0.187

The Discussion of The Result of The Research:-

1. The first hypothesis which states that Personality gives influence to the Work Motivation has been proven, this research supports the result of the research that has been done by Judge and Ilies (2002) positive personality influence toward motivation, Judge et al (2008) Personality give a contribution to work motivation as one of Organizational Behavior Factor. Furnham and Eradeous (2009) Personality a correlation and positive effect to work motivation.

2. The second hypothesis which states that Leadership gives influence to the Job Motivation has been proven, the result of the research supports the research that has been done by Alghazo and Al-Nazi (2016), Sewan (2015). Leadership affects the motivation of work. Rawung (2013) Leadership affects employee work motivation.
3. The third hypothesis which states that Organizational Culture gives influence to the Work Motivation has been proven, this result of the research supports the research that has been done by Diputra and Riana (2014); Yuswani (2016) stated that organization culture gives influence towards work motivation and Yusof et al (2016) stated that organization culture relationship and positive influence to motivation.
4. The fourth hypothesis which states that the personality effect on the performance is proven, the results of this study support the research that has been done by Rahayu (2015) personality have a significant effect on employee performance. Wahyuni et al (2013) Personality has a positive and significant effect on the performance of the employees of the Agriculture and Empowerment Office of East Kutai Regency. Abdullah et al (2013) Personality positive and significant influence to Job performance.
5. The fifth hypothesis which states that leadership has an effect on performance is proven, this research supports the research that has been done by Ali et al (2013): Leadership behavior is highly informed and demanding more effective support, also employee performance needs has become important. Iqbal et al (2015) Leadership has a greater positive effect on employee performance in which situation employee feel power confidence in doing their job and making different decisions. Shahab and Nisa (2014) Leadership influence to Performance of Employee.
6. The sixth hypothesis that the Organizational Culture affects the performance is proven, the results of this study support the research that has been done by Kusworo et al (2015), The organization culture positive direct influence to the performance of educator, Uddin et al (2013), Koesmono (2014) Organizational culture affects the productivity of employees, but does not support the results of research conducted by Sewang (2015) Organizational culture does not affect the performance of Darul Dakwah lecturer Wallrsyad in West Sulawesi.
7. The seventh hypothesis which states that Work Motivation influences Job Satisfaction is proven, the results of this study support the research that has been done by Yamsul et al (2013), Wahyuni et al. (2014) Work Motivation has significant influence to the Works Satisfaction the Teacher Performance. Saleem et al (2010) Work motivation a relationship and positive effect to job satisfaction.
8. The eighth hypothesis which states that Job Satisfaction affects the performance is proven, the results of this study support the research that has been done by Koesmono (2014) Job Satisfaction Profound Influence to Job Performance, Wahyuni et al (2014) Work Satisfaction has significant influence to the Teacher Performance, Shina (2011) good personality can be building level of employee motivation. Khan et al (2012) Job Satisfaction impact to employee performance.

Conclusion:-

1. Personality influences on work motivation for this hospital leaders are expected to be able to provide guidance to nursing staff through coaching and mentoring the needs of his psychology so that his personality is increasingly leading to things that are positive in the work.
2. Leadership influence on work motivation results of this study indicates that one's leadership of nursing staff is needed to strengthen the motivation to work to improve performance.
3. Organizational culture has an effect on Work Motivation is a natural thing because organizational culture is a guideline of behavioral direction that should be used by nursing staff in behave in work environment but must be monitored whether organizational culture that has been determined by hospital have been fully executed.
4. Personality affects the performance of nursing staff has a close relationship between the two variables, so the formation of performance will begin with a personality background person. The more perfect the formation of personality values of a person will increasingly contribute positively to his behavior.
5. Leadership affects nursing staff is acceptable because a leader must be able to direct and build subordinates to achieve goals and goals set. Direction from the leadership to subordinates is a concern for existing team members.
6. Organizational culture affects the performance of nursing staff in this regard, organizational culture is the rules that must be obeyed by employees the higher the values of organizational culture then the employee's tendency will behave better and directed.
7. Work Motivation affect the Job Satisfaction of nursing staff, in this case the leadership of the organization should be able to build employee motivation for higher job satisfaction by way of giving a build encouragement always delivered to him.

8. Job satisfaction affects the performance of nursing staff is a rational thing because the more satisfied one's feelings in the work hence the higher the effort to improve the performance results then the leadership keep the values of employee job satisfaction.

Considering Nursing Staff is a member of strategic work team in hospital operation and closely related to requirement / safety of patient and family, hence require special attention to the variables that make its performance among others: Personality, Leadership, Organizational Culture, Work Motivation and Job Satisfaction By the leader by always observing and evaluating the five variables over time in order to remain consistent in existence and lead to productive behavior for the organization.

Attachments.**Variable Indicators.****Employee Personality.**

1. Sincerity in performing the task
2. Stability of emotions in the face of pressure of duty
3. Delight character to other parties
4. Care to other parties
5. High work creativity

Leadership.

1. Prioritize the progress of subordinates
2. Always listen to the complaints of subordinates
3. Helps solving subordinate problems
4. Wise in dealing with problems
5. The recognition of subordinate achievement

Organizational Culture.

1. The work rules are clearly defined
2. The working relationship between the boss and the subordinate
3. Organizational priority values
4. Obedience in worship
5. Cleanliness of work space

Work motivation.

1. Salary received by employees
2. Work environment conditions
3. Security work
4. Work
5. Responsibilities of employers

Job satisfaction.

1. Colleagues
2. Working equipment
3. Social benefits
4. Opportunities to develop knowledge
5. Performance appraisal

Employee performance

1. Timeliness of work entry
2. Work skills
3. Cooperation in work
4. Mental and physical condition
5. Personal hospitality

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