THE INFLUENCE OF LEADERSHIP, REMUNERATION, AND WORK MOTIVATION ON THE PERFORMANCE OF EMPLOYEES OF YOGYAKARTA ISLAMIC HOSPITAL PDHI

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Keywords :	Abstract
Leadership, Remuneration, Work Motivation, Performance, RSIY PDHI	This study aims to determine the influence of Leadership, Remuneration, and Work Motivation on employee performance at Yogyakarta Islamic Hospital PDHI (RSIY PDHI). The population of this study was employees at RSIY PDHI. Technical sample measurement using the Slovin formula. The sample in this study was 84 employees at RSIY PDHI. Proportional stratified random sampling technique in order to obtain the number of samples from each work unit proportionally as a data collection method. The results showed that Leadership has a positive and significant effect on employee performance, Remuneration has a positive and significant effect on employee performance, and Work Motivation has a positive and significant effect on employee performance. The three variables, namely Leadership, Remuneration, and Work Motivation, simultaneously or simultaneously have a positive and significant effect on employee performance at RSIY PDHI.

INTRODUCTION

A hospital is one of the companies or agencies with employees from various educational backgrounds and qualifications who have a focus in their business in the form of health services. Regarding health services, hospitals are required to have quality, standardized, quality, appropriate service performance and prioritize

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patient satisfaction and safety. In supporting this, all components involved in service, especially employees, must have competence and good performance.

Hospitals in fulfilling their role in the community must have good leadership. This is because with good leadership, good company management and work systems will be realized. In addition, the hospital must also give awards to employees who are in accordance with the provisions, and the employees themselves also have a good spirit to carry out their duties so that they perform well and are in accordance with the company's targets.

Performance is something that plays a major role in achieving company targets, if employee performance is getting better and higher, it has an impact on the organization to make it easier to achieve organizational targets (Kusjono and Ratnasari, 2019). Arifin (2019) conveyed that performance is the output of work that has been pursued by employees in accordance with their duties and obligations.

Kasmir (2016) stated things that can have an impact on the performance of both results and behavior in work activities, namely leadership, motivation at work, abilities and expertise, knowledge, work planning, company culture, work environment, loyalty, personality, satisfaction at work, commitment and discipline at work.

Wibowo (2017) conveyed that motivation is a driver consisting of a series of stages of human attitudes that are willing and sincere to realize strength that produces expertise, skills, energy, and time to carry out activities that are their duties and carry out obligations as an effort to achieve organizational goals and objectives. According to Permansari (2013), work motivation is a drive that can influence the direction of the work done by someone so that they are willing to work together to realize organizational goals. Meanwhile, according to Wijayanto and Dotulong (2017), work motivation is the output of a process from inside and outside himself for individuals who produce an enthusiastic and consistent attitude to carry out certain activities.

Payroll or remuneration comes from the basic word salary which means the provision of payment for services that have been carried out by employees who have positions or executive employees. (Mulyadi, 2001). A good remuneration system is a system that guarantees that employees will get compensation according

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to the quality and quantity of their performance, not a system that provides equal compensation between diligent employees and lazy ones. So that the provision of remunarasi will spur employees to fulfill their duties with enthusiasm and produce good work. In order for the remuneration system to affect employee performance, one of the indicators in providing remuneration is to consider the performance achievements of each employee.

Leadership is something that is main for an organization as an effort to shape employee performance. According to (Yulk, 1998) leadership includes stages in influencing organizational goal setting, providing motivation for the behavior led in order to realize the achievement of goals, influencing in improving the community and culture. On the other hand, it also influences the assessment of activities carried out by subordinates, organizing activities in realizing targets, maintaining relationships in cooperation, support and cooperation from outside the community and organization. Thus, leaders must improve their leadership to realize improved performance of their subordinates (Sulistiyorini, 2020).

Yogyakarta Islamic Hospital PDHI (RSIY PDHI) is a private public hospital under the Yogyakarta Islamic Hospital Foundation PDHI with class C type which has a fairly complete service. RSIY PDHI in realizing its vision and mission must be supported by leaders and employees who have motivation and good performance and professionalism. The leadership in RSIY PDHI consists of Unit Coordinators, Unit Heads, Section Heads, Field Heads, Deputy Directors and Directors where the discipline level of these leaders in 2022 is 83%. In terms of payroll, it is in accordance with government regulations with the implementation of wage structures and scales. Furthermore, related to the work motivation of employees is still up and down. Currently with 450 employees, the results of service reviews on Google, RSIY PDHI obtained a review of 4.5 where there are still some complaints from patients. In addition, the results of the Individual Performance Index of employees averaged 96% of the target of 100%.

Based on these data, there are problems as a result of the performance of RSIY PDHI employees that still need to be improved. Is the performance of the employee influenced by leadership, remuneration, and work motivation? So based on previous research conducted by Fatonah and Kuntadi, 2023; Widakdo et al.,

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2022; and Damanik, 2021 said that Leadership, Remuneration and Work Motivation simultaneously or simultaneously have a significant effect on employee performance.

Based on this background, this study examines the Influence of Leadership, Remuneration and Work Motivation on the Performance of Yogyakarta Islamic Hospital PDHI Employees.

RESEARCH METHODS

This research is a quantitative research with the aim of showing a picture systematically and according to facts will be tested by collecting, processing, and analyzing data when testing hypotheses. Sugiyono (2018) said quantitative research, namely research that refers to real or real data (positivistic) in the form of numbers that are analyzed statistically about the problem under study to get a conclusion. The research design to be studied is primary data. According to Sugiyono (2018), primary data is direct data obtained from research data sources.

Object of Research

The research location at Yogyakarta Islamic Hospital PDHI with the object of research is focused on employees with full-time work status (fulltimer).

Population

Sugiyono (2018) explained that population is an area that is generally in the form of objects or subjects that have certain qualities and characters that researchers determine to analyze, then a conclusion is drawn. This study has a population of all employees of Yogyakarta Islamic Hospital PDHI.

Sampling Technique

The sampling technique used is proportional stratified random sampling technique, with an explanation that Stratified sampling, which is a sampling technique for populations whose characters are heterogeneous or varied. In addition, this technique can be used if the population has members who have strata (levels) (Sugiyono, 2018).

Proportional sampling, where the determination of the sample by means of the researcher draws representatives from each group in the population where the number is adjusted to the number of subject members per group (Arikunto, 2010). Random sampling, where sampling does not look at feathers and objectively,

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therefore all elements of the population have opportunities as research samples (Arifin, 2012).

Based on this description, proportional stratified random sampling is a heterogeneous sampling method and has strata by determining the sample of each subpopulation whose sample quantity corresponds to the quantity of members of each subpopulation randomly.

Sample

Sugiyono (2018) explained that sample is part of the quantity and characteristics of a population. After the researcher made an observation that the total number of fulltimer employees at RSIY PDHI was 450 employees. Because the population is quite large, the researchers use samples taken from the population.
With the slovin formula and proportional stratified random sampling technique, the number of samples was obtained to be 84 samples (Sugiyono, 2018).

Data Collection Methods

The data collected in this study was carried out by distributing digital questionnaires through Google form containing written statements related to dependent and independent variables.

Validity Test

Validity tests or data quality tests are used to see the validity of data from the results obtained with statement items to measure variables or constructs (Sugiyono, 2018). This validity test uses pearson product moment correlation coefficient analysis. The validity test is used to see whether the instrument is valid or not, as seen from the sig value. from the output of Pearson Correlations. Sig value.   shows the result < 0.05 the meaning is valid while if the result is > 0.05 the meaning is invalid and must be omitted.

 Reliability Test

This test is used to assess whether the instrument in research is reliable or not (Sugiyono, 2018). The reliability test results are seen in the Cronbach Coefficient Alpha with measurement values between 0 to 1. Results may be declared reliable if the answers or responses to statements are consistent or

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remain stable.   Researchers used the results of   Cronbach Coefficient Alpha (r Alpha) on processed SPSS version 25 to test reliability. The value of Cronbach Coefficient Alpha   when showing a result of > 0.70 then the instrument is said to be reliable.

Data Analysis Methods

This method uses statistical analysis methods with ordinal data types, which means that the type of statistical analysis used is nonparametric statistical analysis for hypothesis testing (Ferdinand, 2014). Data analysis uses multiple linear regression to test hypotheses and determine the influence of one variable with another. The data results from the questionnaire were then processed with the SPSS software program version 25.0.

Multiple Linear Regression

A multiple linear regression test with the following formula is used to determine the effect of the independent variable on the dependent variable:

$$Y = a + \beta1X1 + \beta2X2 + \beta3X3 + e$$

Information
Y   = Performance
a   = Constant
b   = Koefisien regressi
X1   = Leadership
X2   = Remuneration
X3   = Work Motivation
e   = Disruptive factor (error)

Hypothesis Test (t-Test)

The t test is used to partially determine the effect of the independent variable (X) on the dependent variable (Y). (Ghozali, 2006). The significance value   used is 0.05 (α=5%).

If sig. > 0.05, then Ha is rejected.

If sig. < 0.05, then Ha is accepted.

Simultaneous Test (Test F)

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The F test is used to determine the effect of the independent variable (X) on the bound variable (Y) simultaneously or simultaneously. Ghozali (2006) states the criteria for the significance or absence of an independent variable are:

If sig. > 0.05, it means that Ha was rejected.

If sig. < 0.05, meaning Ha is accepted.

Coefficient of Determinant (R2)

Understanding the determinant coefficient is the part of the total variance of the dependent variable (bound) which is determined through the variation of the independent variable (free), by looking at the coefficient of determination, through assuming other things outside the variable that is considered fixed or constant. The coefficient of determination can also be used as a measurement instrument about the model's ability to explain variations in the dependent variable. (Ghozali, 2006). If the coefficient of determination is small, this indicates that the ability of the independent variable to explain the dependent variable is very limited**.** The test result if it shows a determinant coefficient close to the value of one, it means that almost all the desired data is available to assess the dependent variable (bound).

RESULTS AND DISCUSSION

Statistical Descriptive Analysis

Statistical descriptive analysis is an analysis used to show the characteristics of the sample in the study and explain the results of the questionnaire data that has been collected. Statistical description is the elaboration of the results of data processing to analyze data through describing and describing the data that has been collected (Sugiyono, 2018).

Descriptive statistics for all research variables are:

Table 1. Descriptive Statistics Across Variables

Variable	Number of	Min	Max.	Average	Standard Deviation
Leadership (X1)	84	2.88	5.00	4.0863	0.42555
Remuneration (X2)	84	3.22	5.00	4.1217	0.39843
Work Motivation	84	3.43	5.00	4.0873	0.36938
Performance (Y)	84	3.31	5.00	4.1731	0.40456

Source : Primary Data 2023 (processed data)

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Table 1 illustrates that the leadership variable has a minimum or minimum value of 2.88, a maximum or greatest value of 5.00, an average value of 4.0863 and a standard deviation of 0.42555. These results confirm that leadership in RSIY PDHI is good even though it is not optimal with an average leadership of 4.0863 so that there is still potential of 0.9137 which can still be improved by optimizing the driving factors that have the potential for leaders in RSIY PDHI to have maximum leadership.

The variable remuneration has a minimum or minimum value of 3.22, a maximum or greatest value of 5.00, an average value of 4.1217 and a standard deviation of 0.39843. These results show that the remuneration at RSIY PDHI is good even though it has not been maximized with an average remuneration of 4.1217 so that there is still a potential of 0.8783 which can still be increased by optimizing supporting factors that have the potential to increase remuneration to the maximum.

The work motivation variable has a minimum or minimum value of 3.43, a maximum or greatest value of 5.00, an average value of 4.0873 and a standard deviation of 0.36938. These results show that the work motivation of employees at RSIY PDHI is good even though it has not been maximized with an average work motivation of 4.0873 so that there is still a potential of 0.9127 which can still be greatly improved by optimizing supporting factors that have the potential to increase the work motivation of RSIY PDHI employees to the maximum.

The performance variable has a minimum or minimum value of 3.31, a maximum or greatest value of 5.00, an average value of 4.1731 and a standard deviation of 0.40456. These results show that the performance of employees at RSIY PDHI is good even though it has not been maximized with an average performance of 4.1731 so that there is a potential of 0.8269 which can still be greatly improved by optimizing supporting factors that have the potential to improve the performance of RSIY PDHI employees to the maximum.

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Validity Test

Test the validity of each statement in the research variable using Pearson Product Moment Correlation. The validation test is performed by cross-examining the correlation of each statement with the total number of scores of each variable. The statement item in each variable can be said to be valid if r counts > r table, while if the value of r is calculated < r table it means that the statement is invalid and must be omitted before the next test.

Table. 2. Validity Test Results

Variable Items	r calculate	r table	Information
Leadership 1 (X1.1)	0.747 **	0.4238	Valid
Leadership 2 (X1.2)	0.735 **	0.4238	Valid
Leadership 3 (X1.3)	0.714 **	0.4238	Valid
Leadership 4 (X1.4)	0.819 **	0.4238	Valid
Leadership 5 (X1.5)	0.796 **	0.4238	Valid
Leadership 6 (X1.6)	0.766 **	0.4238	Valid
Leadership 7 (X1.7)	0.703 **	0.4238	Valid
Leadership 8 (X1.8)	0.675 **	0.4238	Valid
Remuneration 1 (X2.1)	0.578 **	0.4238	Valid
Remuneration 2 (X2.2)	0.727 **	0.4238	Valid
Remuneration 3 (X2.3)	0.602 **	0.4238	Valid
Remuneration 4 (X2.4)	0.601 **	0.4238	Valid
Remuneration 5 (X2.5)	0.610 **	0.4238	Valid
Remuneration 6 (X2.6)	0.688 **	0.4238	Valid
Remuneration 7 (X2.7)	0.782 **	0.4238	Valid
Remuneration 8 (X2.8)	0.450 **	0.4238	Valid
Remuneration 9 (X2.9)	0.661 **	0.4238	Valid
Work Motivation 1 (X3.1)	0.605 **	0.4238	Valid
Work Motivation 2 (X3.2)	0.465 **	0.4238	Valid
Work Motivation 3 (X3.3)	0.639 **	0.4238	Valid
Work Motivation 4 (X3.4)	0.631 **	0.4238	Valid
Work Motivation 5 (X3.5)	0.727 **	0.4238	Valid
Work Motivation 6 (X3.6)	0.736 **	0.4238	Valid
Work Motivation 7 (X3.7)	0.664 **	0.4238	Valid
Work Motivation 8 (X3.8)	0.694 **	0.4238	Valid
Work Motivation 9 (X3.9)	0.780 **	0.4238	Valid
Work Motivation 10	0.652 **	0.4238	Valid
Work Motivation 11	0.684 **	0.4238	Valid
Work Motivation 12	0.580 **	0.4238	Valid
Work Motivation 13	0.764 **	0.4238	Valid
Work Motivation 14	0.720 **	0.4238	Valid
Work Motivation 15	0.305 **	0.4238	Not Valid
Performance 1 (Y1)	0.766 **	0.4238	Valid
Performance 2 (Y2)	0.791 **	0.4238	Valid
Performance 3 (Y3)	0.824 **	0.4238	Valid
Performance 4 (Y4)	0.621 **	0.4238	Valid

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Performance 5 (Y5)	0.849 **	0.4238	Valid
Performance 6 (Y6)	0.754 **	0.4238	Valid
Performance 7 (Y7)	0.758 **	0.4238	Valid
Performance 8 (Y8)	0.800 **	0.4238	Valid
Performance 9 (Y9)	0.903 **	0.4238	Valid
Performance 10 (Y10)	0.953 **	0.4238	Valid
Performance 11 (Y11)	0.699 **	0.4238	Valid
Performance 12 (Y12)	0.804 **	0.4238	Valid
Performance 13 (Y13)	0.770 **	0.4238	Valid

Source : SPSS Output 25, 2023 (data processed)

Table 2 shows that all statement items of the Work Motivation variable are valid as seen from all Pearson Corelation values r calculate > r table. With a sample (N) of 36 with a significance of 0.01 for a 2-way test, the r value of the table is 0.4238. Correlation Value Coefficient item variable statement with a ** sign indicating a significant value. While statement item 15 is invalid because r counts < of table r and sig value. > 0.05. The results are a reference that statement items 1 to 14 of the Work Motivation variable can be continued for the next stage of testing. While the 15th statement item (X3.15) of the Work Motivation variable is invalid so that the statement cannot be used for the next test.

Reliability Test

Reliability testing is used to see whether the questionnaire items that have been prepared are suitable for distribution or not, one of the criteria is that the questionnaire items must be reliable. A questionnaire is called reliable if responses to statement items are stable or appear consistent despite different times. Research variables can be declared reliable as seen from the results of the Cronbach' Alpha (α) test. If Cronbach' Alpha > 0.70 it means reliable. Cronbach' Alpha results if the value is high or close to 1, the data obtained is more reliable.

Table. 3. Reliability Test Results

Variable	Cronbach' Alpha	Criterion	Information
Leadership (X1)	0.882	0.70	Reliable
Remuneration (X2)	0.806	0.70	Reliable
Work Motivation (X3)	0.906	0.70	Reliable
Performance (Y)	0.947	0.70	Reliable

Source : SPSS Output 25, 2023 (data processed)

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Table 3 shows Cronbach' Alpha variables Leadership, Remuneration, Work Motivation, and Performance > 0.70 so that all variables are declared reliable.

Multiple Linear Regression Analysis

The multiple linear regression analysis conducted in this study is based on hypotheses about the Effect of Leadership (X1) on Performance (Y), the effect of Remuneration (X2) on Performance (Y), and the effect of Work Motivation (X3) on Performance (Y).

Table 4. Multiple Linear Regression Test Results

Model	Unstandardized B	Itself
(constant)	-0.022	.937
Leadership (X1)	0.144	.042
Remuneration (X2)	0.230	.006
Work Motivation (X3)	0.650	.000

Source : SPSS Output 25, 2023 (data processed)

$$Y = a + \beta1X1 + \beta2X2 + \beta3X3 + e$$

$$Y = -0.022 + 0.144X1 + 0.230X2 + 0.650X3 + e$$

The formula of multiple linear regression shows that:

A constant of -0.022 shows that if the value of Leadership (X1), Remuneration (X2), and Work Motivation (X3) is 0, then Performance is stably valued at -0.022.

The Leadership regression coefficient (X1) of 0.144 shows that if the Leadership value (X1) increases by 1 unit, it means that the Performance value (Y) will increase by 0.144. These results show that there is a positive relationship between Leadership (X1) and Performance (Y) which means that the better the Leadership (X1), the better the Performance (Y).

The Remuneration regression coefficient (X2) of 0.230 shows that the Remuneration value (X2) increases by 1 unit, so the Performance value (Y) will increase by 0.230.   These results show a positive relationship between Remuneration (X2) and Performance (Y), which means that if the Remuneration value (X2) is better, it means that the Performance (Y) is also getting better.

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The Regression Coefficient of Work Motivation (X3) of 0.650 shows that if the value of Work Motivation (X3) increases by 1 unit, then the Performance value (Y) will increase by 0.650. These results illustrate a positive relationship between Work Motivation (X3) to Performance (Y) which means that if Work Motivation (X3) is better, it means that Performance (Y) is also getting better.

Partial Test Analysis (t-test)

Partial testing is done to see the effect of the independent variable on the dependent variable.

Table 5. Partial Test Results (t-test)

Variable	t	Itself.
Leadership (X1)	2.062	0.042
Remuneration (X2)	2.817	0.006
Work Motivation (X3)	7.602	0.000

Source : SPSS Output 22, 2023 (data processed)

Table 5 shows the partial test output of variable X and variable Y as follows:

Hypothesis 1

The output of testing hypothesis 1 the effect of the Leadership variable (X1) on Performance (Y) shows that the t value is 2.062 and the sig value. values of 0.042 < 0.05 means that H1 is accepted. The conclusion that can be drawn is that there is a positive and significant influence of Leadership on Performance.

Hypothesis 2

The output of testing hypothesis 2 the effect of the Remuneration variable (X2) on Performance (Y) shows a t value of 2,817 and a sig value. value 0.006 < 0.05 means H2 is accepted. The conclusion that can be drawn is that there is a positive and significant influence of Remuneration on Performance.

Hypothesis 3

The output of testing the hypothesis of 3 variables Work Motivation (X3) to Performance (Y) shows the value of t is 7.602 and the value of sig. 0.000 < 0.05 means H3 is accepted. The conclusion is that there is a positive and significant influence of Work Motivation on Performance.

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Simultaneous Test Analysis (F test)

Simultaneous testing is used to test hypothesis 4 which simultaneously or simultaneously shows the effect of the variables Leadership (X1), Remuneration (X2), and Work Motivation (X3) on Performance (Y) as follows:

Table 6. Simultaneous Test Results (F test)

F count	F table	Sig.	Information
81.658	2.72	0.000	H4 accepted

Source : SPSS Output 25, 2023 (data processed)

Table 6 shows the calculated F values (81,658)> F table (2.72) and sig values. from the F test is $0.000 < 0.05$ meaning that H4 is accepted. The conclusion is that there is a significant influence of Leadership (X1), Remuneration (X2), and Work Motivation (X3) simultaneously or simultaneously on Performance (Y).

Test Analysis of Determinant Coefficient (R Square)

The determinant coefficient test (R Square) is used to see how much Performance as a dependent variable gets contributions from three independent variables, namely Leadership (X1), Remuneration (X2), and Work Motivation (X3). The output of the determnninant coefficient (R Square) test analysis is as follows :

Table 7. Determinant Coefficient Test Results

R	R Square
0.868	0.754

Source : SPSS 2.5 output (data processed)

Table 7 shows the R Square value of 0.754 or 75.4%. The conclusion that can be drawn is that Performance (Y) as a dependent variable is influenced by independent variables, namely Leadership (X1), Remuneration (X2), and Work Motivation (X3) of 75.4%, then 24.6% is influenced by other variables outside the variables in this study.

The Influence of Leadership on Performance

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The output of the first hypnosis test on the effect of Leadership (X1) on Performance (Y) shows that the calculated t value is 2.062 and the sig value. 0.042 means that Leadership (X1) has a positive and significant influence on Performance (Y). The implementation that Leadership is the main thing in supporting the performance of employees because with good leadership from leaders will be realized creative, effective and efficient innovations in influencing and accelerating the completion of work, good conceptual in providing direction to employees under him, effective communication, pleasant and easy to understand in explaining the job picture, Employees also get motivation, direction, appreciation including supervision in the implementation of their performance and employees can be optimized in achieving work targets so that this condition causes increased employee performance. But on the contrary, if the leadership shown by the leaders is not good, then this will result in a decrease in employee performance.

Effect of Remuneration on Performance

The results of testing the second hypothesis regarding the effect of Remuneration (X2) on Performance (Y) showed that the calculated t value was 2,817 and the sig value. 0.006 means that Remuneration (X2) has a positive and significant influence on Performance (Y). The implementation of good remuneration and in accordance with the provisions given to employees in the form of salary, welfare, health insurance, job placement in accordance with competence, a comfortable and pleasant work environment, cooperation between employees and the preparation of a healthy work schedule will make employees increase their performance, because employees feel calm, happy, comfortable, valued for their work and more able to meet their needs So that employees strive to have good performance. The results of the study show that Remuneration has a positive and significant effect on employee performance.

The Effect of Work Motivation on Performance

The results of testing the third hypothesis regarding the effect of Work Motivation (X3) on Performance (Y) show that the value of t is calculated 7.602 and the value of sig. 0.000 means Work Motivation (X3) has a positive and significant influence on Performance (Y). Employees who have good work

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motivation, both in carrying out their duties and authorities, establishing good social relationships and communication, and providing examples and desires in directing fellow employees to carry out their work well, will have a positive and significant impact on the resulting performance. Conversely, if employees have poor work motivation, they will certainly show poor performance as well.

The Effect of Leadership, Remuneration, and Work Motivation on Performance

The output of linear regression analysis can show Performance which is a dependent variable (bound) influenced by Leadership, Remuneration, and Work Motivation simultaneously or simultaneously. The result of the calculated F value is 81,658 and the sig value. 0.000 shows that Leadership, Remuneration, and Work Motivation simultaneously or simultaneously have a significant influence on Performance.

The determinant coefficient or R Square value of 0.754 shows 75.4% of the influence of the three independent variables on the dependent variable, meaning that 75.4% of the factors forming Performance are explained by Leadership, Remuneration, and Work Motivation, and there are still 24.6% of other variables outside this study as factors that influence Performance.

CONCLUSION AND SUGGESTION

Conclusion

The results of research conducted at RSIY PDHI entitled The Influence of Leadership, Remuneration, and Work Motivation on Employee Performance of Yogyakarta Islamic Hospital PDHI resulted in the conclusion that Leadership has a positive and significant influence on Employee Performance, Remuneration has a positive and significant influence on Employee Performance, Work Motivation has a positive and significant influence on Employee Performance and Leadership, Remuneration, and Work Motivation have a significant influence simultaneously or simultaneously on Employee Performance.

Suggestion

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Based on the results of the research and the conclusions above, there are several suggestions given by this study, namely RSIY PDHI can continue to maintain good Leadership, Remuneration and Work Motivation and continue to strive to improve these variables so that they can be maximized and optimal so that employee performance will also continue to increase and be optimal. The next research can involve different research objects, namely other organizations or industries to be able to see the differences in the characteristics produced. And can explore other things that have an influence on employee performance such as Leadership Style, Work Environment and Work Discipline, Job Satisfaction, Education and Training, and so on.

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