

# Influence of Leadership Style and Organizational Commitment on Employees' Performance in Kupang Wirasakti Hospital

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**Abstract**—Strict competition in health services (hospitals) makes health services always keep abreast of developments. One of the efforts to improve this development is to obtain superior human resources, one of which is through improved performance. Especially hospitals that have an important role in improving human resources, namely employees, and the role of the leader determines once in an effort to achieve the targets set. In this regard, researchers try to identify variables that affect their performance. The variables used in this study are Leadership Style, Organizational Commitment and Performance. This research aims to determine the magnitude of the influence of leadership style and organizational commitment on employee performance at the Kupang Wirasakti Hospital, both simultaneously and partially. The method used is primary data, which is a research instrument sheet in the form of a questionnaire distributed to 52 employees at the Kupang Wirasakti Hospital using probability sampling techniques. The instrument of this study had previously been studied first by testing the sparmen validity and the Cronbach alpha reliability test. In this study descriptive methods and verification methods were used, while for data analysis multiple regression analysis was used. The results of calculations and descriptive analysis, it was found that the leadership style possessed by Kupang Wirasakti Hospital was in the good category, the organizational commitment of employees of Kupang Wirasakti Hospital was in the high category and the performance of employees of the Kupang Wirasakti Hospital was in the high category. The results of the research and hypothesis testing carried out showed that leadership style and organizational commitment had a positive effect, or simultaneous direction of employee performance in Kupang entrepreneurial hospitals, which amounted to 52.3%, while 47.7% turned out to be influenced by other factors outside the scope of this study. Partially, leadership style has a positive or unidirectional influence on employee performance at Kupang Wirasakti Hospital at 33.2% and. Organizational commitment has a positive or direct influence on employee performance at Kupang Wirasakti Hospital at 19.1%.

**Keywords**—*leadership style; organizational commitment; performance*

## I. INTRODUCTION

Human resource management is very important for organizations in managing, and utilizing employees so that they can function productively to achieve company goals. Human resources in the organization need to be managed professionally so as to create a balance between the needs of employees and the demands and capabilities of the organization. The arrangement of professional human resource management is the basis of the organization's desire to obtain employees who have good performance. Human resource management is part of the management function. If management focuses on common goals with other people, then human resource management focuses on people both as subjects or actors and at the same time as objects of behaviour. So how to manage the people in the organization (planning, organizing, directing, and controlling so that the goals achieved by the organization can be obtained as optimal as possible, efficient and effective.

The problems of employees' performance at the Kupang Wirasakti Hospital can be said to be less than optimal. This is indicated by the shortcomings of the timeliness and independence of the employees. From the existing problems, the next step is to optimize the performance of employees at the Wirasakti Hospital. This is so that the performance results can be more optimal than before. The low leadership style and organizational commitment in working among Hospital employees is indicated by the fact that there are still some Employees who go home before their time, and they will do the task if they have received orders from the leadership. From the existing problems, it can be concluded that there are problems with low leadership style and organizational commitment.

II. LITERATURE REVIEW

This theory is the oldest theory that results from studies at Ohio State University conducted by J.K. Hemphil. Questionnaire developed by J.K. Hemphil and A.E. Coons (1957) was named with LBDQ (Leadership Behaviour Description Questionnaire) based on two dimensions in Wirawan [1,2], namely 1) Dimension of consideration. It is a high- and low-level leader acting and behaving in a friendly and supportive manner, showing concern for his subordinates and paying attention to his welfare. 2). Dimension of Initiating structure is high and low leader define and structure and determine the role of subordinates in achieving the goals.

Performance is influenced by several factors, namely education, skills, leadership style, attitudes and work ethics, motivation, health, income, work climate and organizational commitment. Many factors influence performance, one of which is organizational commitment. This is because organizational commitment is an important factor that contributes to performance. The higher the individual organizational commitment, the higher the performance [4-6].

Organizational commitment refers to the psychological attitude of employees to the organization. Dimensions of performance can be measured based on six criteria [7], namely:

- Quality
- Quantity
- Timeliness
- Cost effectiveness
- Need for supervision
- Interpersonal impact

III. RESEARCH FRAMEWORK

In order to clarify the effect of leadership styles and organizational commitment on performance, it will be seen in the framework scheme described as follows:

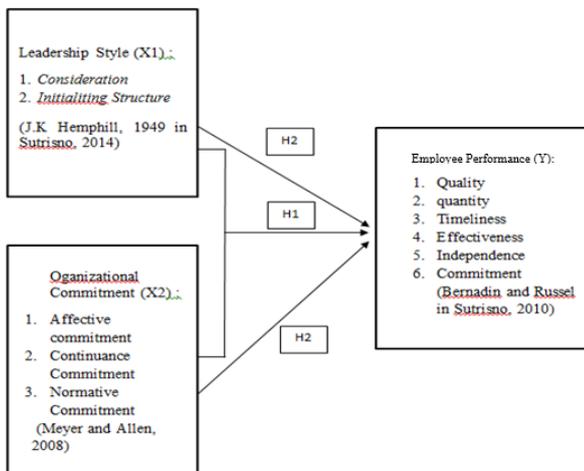


Fig. 1. Research framework.

A. Research Hypotheses

Based on the framework above, the research hypotheses that can be used as the rationale in this research are:

- H1: Leadership style positively influence to employees' performance at Kupang Wirasakti Hospital.
- H2: Organizational Commitment positively influence to employees' performance at Kupang Wirasakti Hospital.
- H3: Leadership style and Organizational Commitment positively influence to employees' performance at Kupang Wirasakti Hospital.

B. Research Method

This research is descriptive, which describes the state of phenomena and the characteristics of variables; in this case it describes the influence of leadership style, Organizational Commitment and performance of employees at Kupang Wirasakti Hospital. The data used are primary data obtained directly from the respondents.

For data analysis used in this research is with quantitative data analysis. The analysis used in data processing is based on respondent attitude criteria on each variable.

C. Respondents

In this research, the sample used is 105 employees of Kupang Wirasakti Hospital. Data collecting was done in this research is by using questionnaire which is a method of collecting data by giving or spreading questions to respondent.

IV. RESEARCH RESULTS

The results of processing using Pearson correlation with the help of statistic 24 IBM SPSS software, then compare it with the critical point, then obtained the results of validity for leadership style variables. The results of processing using Pearson correlation with the help of statistic 24 IBM SPSS software, then compare it with the critical point, then obtained the results of validity for the variable motivation.

The next step is categorization for the leadership style variable itself. This calculation is obtained by finding the average value of each sub variable. Here's the average total value of leadership style variables.

TABLE I. TOTAL MEAN VARIABLES OF LEADERSHIP STYLE

No	Sub Variables	Mean	Category
1	Consideration	3.86	Good
2	Initiating Structure	4.15	Good
Leadership Style		4.01	Good

Sources: Questionnaire Data 2018

The results shown that the leadership style variables have an average total value of 4.01 thus the dimension of leadership style is in good category. When viewed from the comparison of values in each sub variable, that the sub variable of the consideration dimension has good category, it shows that the leader's attention is oriented to the tasks assigned to the

employees. Ideally, in addition to the leader's focus on tasks, a leader should also share his attention to employees.

The next step is categorization for the organizational commitment variable itself. Here's the average total value of the organizational commitment variable.

TABLE II. TOTAL MEAN VARIABLE OF ORGANIZATIONAL COMMITMENT

No	Sub Variables	Mean	Category
1	Affective commitment	4.09	High
2	Continuance Commitment	4.17	High
3	Normative Commitment	4.00	High
Organizational Commitment		4.09	High

Sources: Questionnaire Data 2018

The results are shown in the Fig. 2 above that the organizational commitment variable has an average total value of 4.09 thus the dimension is in a high category.

The next step is categorization for the performance variable itself. This calculation is obtained by finding the average value of each sub variable. Here's the average total value of performance variable.

TABLE III. AVERAGE TOTAL PERFORMANCE VARIABLE

No	Sub Variables	Mean	Category
1	Quality	3.81	Good
2	quantity	3.69	Good
3	Timeliness	3.80	Good
4	Effectiveness	3.83	Good
5	Independence	3.53	Good
6	Commitment	4.40	Very Good
performance		3.84	Good

The results showed that the performance variable has a total average value of 3.84 thus the dimension of performance is in good category.

In multiple linear regression test will be tested the influence of leadership style (X1), motivation (X2) on the teacher's performance (Y) in SMA BPI 1 Bandung, using multiple linear regression test method.

TABLE IV. MULTIPLE LINEAR REGRESSION TEST RESULTS

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	13.410	3.473	3.862	.000
	Leadership style	.171	.492	.348	.729
	Work motivation	.622	.276	.2258	.029

The coefficient of determination is used to measure how far the ability of the model in explaining the dependent variable.

The coefficient of determination result shows there is influence between leadership style and organizational commitment on employees' performance amounted to 52,3%

while the rest amounted to 47,7 % influenced by other variables.

The results of the research state that the influence of the leadership style and organizational commitment to the employees' performance is in the good category. This means that the leadership style and organizational commitment need to improve so that the performance will be better.

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusion

Based on the results of research that has been done that to see the influence between leadership style and Organizational Commitment on the performance of employees at Kupang Wirasakti Hospital, it can be drawn conclusion as follows:

- The leadership style possessed by the leadership of Kupang Wirasakti Hospital is in good category with a score of 4.01. This can be seen from the average score obtained from all sub-variables of leadership style namely consideration leadership style with a score of 3.86 and initiating structure leadership style with a score of 4.15.
- At Kupang Wirasakti Hospital is also in high category with a score of 4.09. This can be seen from the average score obtained from all sub-variables of Organizational Commitment namely Affective Commitment 4.09, Normative Commitment 4.17, Continuance Commitment 4.00.
- Employees' performance of Kupang Wirasakti Hospital in good category with a score of 3.84. this can be seen from the average score obtained from all sub-variables of performance, namely, quality, quantity, timeliness, effectiveness, independence, and commitment. On the performance variable which has the highest score is commitment with a score of 4.40 and the lowest is a sub-variable of independence with a score of 3.53.
- In testing the hypothesis that, leadership style and organizational commitment simultaneously have a positive or unidirectional influence on employee performance at Wirasakti Kupang Hospital which is equal to 52.3% While 47.7% turns out to be influenced by other factors outside the scope of this research.

Results on partial hypothesis testing, that:

- That leadership style is influential or has a positive or unidirectional influence on employee performance at the Wirasakti Kupang Hospital. It can be seen that from the calculation results that  $t_{count} < t_{table}$  is  $4.666 > 1.677$ . based on the results of the calculation, there is a partial effect between leadership style on performance by 33.2%.
- Organizational Commitment has an influence or has a positive or direct influence on employee performance at Kupang Wirasakti Hospital. From the calculation results obtained that  $t_{count} > t_{table}$ , which is  $3.152 > 1.677$ .

based on the results of calculations, there is a partial effect between commitment to performance of 19.1%.

### *B. Suggestions*

Based on the results of research and observations which has been done at Kupang Wirasakti Hospital, there are some suggestions that can be taken into consideration to manage human resources development in the future. The suggestions are:

- Based on the results obtained from the leadership style of Kupang Wirasakti Hospital, what needs to be done by the Hospital is to maintain the existing conditions and improve this condition towards a better one. Leaders must pay more attention towards policies that are in accordance with procedures, improve control towards the better for employees, and give authority to subordinates to make joint decisions, attention to tasks and attention to subordinates and place leadership styles based on situations and conditions that exist in their environment with keep maintaining and improving the leadership style at Wirasakti Hospital.
- On the variable organizational commitment, which is given by employees of Kupang Wirasakti Hospital, is in high category. This does not mean that if there is a high category no changes are given. It is better to maintain the commitment that has been owned. This shows that employees of the Wirasakti Kupang Hospital have feelings that require staying in the organization due to the obligations and responsibilities of the organization. This is based on consideration of the norms, values and beliefs of employees in the organization that employs them. Because it continues to maintain the organizational commitment.

- Employee performance is very important in an organization, the performance produced by employees at Wirasakti Kupang Hospital is included in the good category but there are several aspects that need to be improved and improved so that employee performance increases and is more maximal, namely in the sub-variable of independence. How to improve it can be by giving praise or giving feedback to what he has done so that there is a sense of confidence in doing the tasks that have been given. On the sub-variable of the item independence that has the smallest value is the item statement that states that I am able to complete my task without the help of others. Another way to increase the independence of the sub-variable is to instill confidence in yourself that what is done and what is produced is the best result based on the efforts of each individual.

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