

PAPER NAME

**01_Artikel International Genap 2018_The
Influence of Leadership.pdf**

AUTHOR

F S

WORD COUNT

5768 Words

CHARACTER COUNT

34071 Characters

PAGE COUNT

8 Pages

FILE SIZE

372.4KB

SUBMISSION DATE

Apr 13, 2023 10:14 AM GMT+7

REPORT DATE

Apr 13, 2023 10:15 AM GMT+7

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The Influence of Leadership Behavior, Organizational Culture, and Affective Commitment on Employee Performance

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ABSTRACT. The increasingly intense competition in healthcare industry has also been experienced by the hospital organization's managers in Indonesia. Therefore, the management is required to continually reform the quality of their services, including by the improvement of employees performance, among others the nurse. This study aims to determine and analyze whether there are significant effects both directly and indirectly of the Leadership Behavior, Organizational Culture, and Affective Commitment to the Employee Performance. To obtain the primary data, a research instrument was developed in the form of a questionnaire containing several indicators of each variable studied. The study was conducted in a hospital organization where the employees studied were restricted to the nurses at the respective hospital. The sampling technique was purposive sampling, while the data analysis technique used the path-analysis method. From the data analysis it was found that all hypotheses were accepted, meaning that the Leadership Behavior, Organizational Culture, and Affective Commitment partially had a significant effect on the Employee Performance.

Keywords: Health Industry, Nurses, Leadership Behavior, Organizational Culture, Affective Commitment, Employee Performance.

Received 05 Aug, 2019; Accepted 20 Aug, 2019 © the Author(S) 2019.
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I. INTRODUCTION

Today, the increasingly intense competition in healthcare industry in Indonesia is experienced particularly by the hospital managers. According to national data sourced from <http://sirs.yankes.kemkes.go.id/rsonline/report/> there has been an average increase of 5.2% since 2012 on the number of hospitals in Indonesia (Trisnantoro et al, 2018) In April 2018 there were 2820 hospitals, consisting of 1804 privately owned hospitals and 1016 owned by the Government. However, on the other hand, the healthcare industry's potential is still very promising. Indonesia's Health Spending per Capita is currently still very low compared to the developed countries, and even lags behind the neighboring countries such as Thailand, Malaysia, and especially Singapore. This phenomenon is believed to change in the future in line with the increase of young or productive age population which is expected to encourage an increase in disposable income and health spending. Although the competition between hospitals looks tight but the fact is that the availability ratio of doctors, nurses, and hospital beds in Indonesia is still below the ASEAN countries (Nurchayadi, 2016). In Indonesia, 1 doctor must serve 3333 people, 1 nurse serves 1000 people, and 1 hospital bed can accommodate 900 patients. While in the ASEAN countries, the ratio of doctors is 1:769, the ratio of nurses is 1:357, and the ratio of hospital beds is 1:303.

Apart from the threats and opportunities above, each hospital manager must be ready to compete by continuing to improve the quality of his/her services. Quality improvement will occur when all human resources are able to produce their best performance. Within the hospital industry, most services are provided by the nurses, so the performance of hospital organizations must be closely related to the nurse's performance (Ostmann & Biddle, 2012, cited in Purwoastuti et al (2015)). This is also confirmed in the Kusmiran study (2017) that the quality of health services will be determined by the quality of nursing services supported by the nurse's performance.

In general, it must be recognized that there are many factors that can affect the good and bad performance of a hospital organization. Leadership factor is often used as the main strategy to optimally empower the employees potential to achieve the organizational goals. According to Northouse (2010),

leadership as a process whereby individual influence groups of individuals to achieve a common goal. Likewise expressed by Kelloway & Barling (2010) that leadership has the power to possess individual through position, expertise or charisma to influence employees in an organization to achieve a desired goal. From the above definition it appears that leadership has an important influence on employee performance which in turn will have an impact on the organizational performance. The problem is whether the existing leadership is effective? Many studies prove that certain special leadership behaviors will be suitable for special situations. In other words, the effective leader need the behavioral pattern that is fit for certain situation. Yukl (2010) introduced the Three-Dimensional Leadership Behavior Model, namely the Task, Relationship, and Changing-oriented behavior. Task-oriented behavior usually used to increase the efficiency and reliable process. Change-oriented behavior mainly used to improve the adaptability to external environment. Mean while, the Relations-oriented behavior mainly used to improve the relations quality between humans. The behavior concept will underlie the Leadership Behavior variable in this study. On the other hand, the role of Organizational Culture is believed to be increasingly central in order to motivate and direct the behavior of organizational members so that they can achieve their best performance. Drucker even stated that the Organizational Culture is the body of solutions to external and internal problems that has worked consistently for a group and that is therefore taught to new members as the correct way to perceive, think about, and feel in relation to those problems (Owens, 1991 cited in Tika (2010)). A strong Organizational Culture is an encouragement in guiding the behavior so that it helps employees do their jobs as well as possible (Deal and Kennedy, 1982). This opinion is supported by many studies, one of which is the resulted of Kotter and Heskett (1992). Their study concluded that the factors of organizational culture would determine the success or failure of an organization, where a strong culture will produce the superior performance. Meanwhile, efforts to improve the organizational performance also relate to efforts to improve the employees' performance. This individual performance may be influenced by various factors, one of which is the commitment held by the employee concerned (Anisah, 2016). Allen & Meyer (1990) introduced three approaches related to Commitment factor, which are: affective, continuance, and normative. To distinguish the three, it can be explained that employees with strong affective commitment remain because they want to, those with strong continuance commitment because they need to, and those with strong normative commitment because they feel they ought to do so. In an increasingly competitive situation, researcher assumes that there are not enough standard commitments in nature, but it is needed the emotional engagement based-commitment. Therefore, this study benefited the Affective Commitment variable as one of the variables playing a role to influence the Employee Performance.

This research was conducted at Husada Hospital in Jakarta Indonesia. This hospital has been established since 1924 under the name of Jang Seng Ie Hospital, then changed its name into Husada Hospital in 1965. This hospital is one of the largest hospitals in Indonesia covering an area of 6.6 ha. In its journey there have been many challenges faced by the organization, especially related to the human resources problem. In addition to the quantity, the quality aspect becomes a weakness had to be adjusted immediately, especially in relation to the culture and work ethic, which ultimately results in the weak of organizational performance. In this study, it was tried to explore the role of leadership behavior in hospital organization, the organizational culture applied, and the employees' affective commitment, toward the employees' performance at Husada Hospital, Jakarta Indonesia. While the employees objected to this study were limited to nurses at the hospital. In detail, this study aims to find out and analyze whether there are significant effects both directly and indirectly from the variables of Leadership Behavior, Organizational Culture and Affective Commitment on the Employees' Performance (Case Study of Nurses at Husada Hospital, Jakarta Indonesia)

II. LITERATURE REVIEW

2.1 Employee Performance

The success of an organization is measured by its performance. Performance is the result of work that may be achieved by a person or group in an organization, in accordance with the respective authority and responsibility in order to achieve the organizational goals legally, not violating the law and in accordance with the applicable moral and ethics (Suyadi, 2008). Dahie et al (2016) suggested another definition, namely the performance refers to the ability, both physical and psychological, to execute a specific task in a specific manner that can be measured as high, medium or low in scale. Meanwhile Ratnasari et al (2014) more specifically defined the employee performance as the result of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to him. In general, there are three criteria for assessing the employee performance as individual, among others: the assignment, behaviors, and individual characteristics (Robbin, 1996, in Syaifuddin (2018)).

Operationally, it is known as the various concepts may be used to measure the employee performance. Suyadi (2008) recommended several indicators to measure the performance including: the number and quality of works, knowledge of assignments, cooperation, responsibility, work attitude, initiative, technical skills, decision-making ability, leadership, administration, and creativity. Bernardin & Russel (1993) used six primary

criteria to measure the performance including: the quality, quantity, timeliness, cost effectiveness, need for supervision, and interpersonal impact. Bono & Judge (2003) study measured the employee performance through the following indicators: quality, productivity, timeliness, effectiveness, works commitment and employee responsibility. This study, the indicators of employee performance was using the concept of Mathis & Jackson (2003) which includes elements: (1) results quantity, (2) results quality, (3) timeliness of results obtained, (4) attendance, and (5) ability to cooperate.

2.2 Leadership Behavior

There are many definitions of leadership. Even, Stogdill (1974, cited in Yukl (2010)) concluded that the leadership definitions are almost similar to the number of people trying to define the concept. One brief and simple definition expressed by Robbins (2006) that leadership as the ability to influence a group to achieve the desired goal set by a leader. An explanation of leadership will depend on the approaches used, among others the characteristic, behavior, power-influence, situation, or integrated approach. The research conducted here seeks to investigate the behavior side. Leadership behavior itself actually reflects how a person uses his time by observing the activities pattern, responsibilities and typical functions in his managerial work (Yukl, 2010).

Yukl introduced three types of leadership behavior: (1) task-oriented behavior, it cares about achieving tasks efficiently in a reliable manner; (2) relationship-oriented behavior, especially concerned with the increasing mutual trust, cooperation, job satisfaction and so on; (3) change-oriented behavior, especially concerned with understanding the environment, towards finding innovative ways to adapt or to apply changes to strategies, products, and processes. This study used the Yukl approach as a variable indicator of leadership behavior.

Leadership behavior is generally believed to affect employee performance both directly and indirectly. Many studies in various industries have shown varied results. Abdulahi Ali et al (2013) through his studies in telecommunication companies confirmed the existence of positive and significant relationships between leadership behavior and employee performance. Nguyen Minh Ha et al (2014) tried to analyze the transformational, transactional and passive/avoidant leadership behaviors toward the individual job performance. Benefited the sample of software companies in Vietnam, the passive leadership found had the greatest influence although in negative direction. Lor et al (2017) conducted a study in jewelry industries in Malaysia, which examined the effect of leadership style on the employee performance. Lor et al found that the supportive and transformational leadership behavior had a significant positive effect on the employee performance.

Meanwhile leadership behavior may also affect the employee performance indirectly. This study selected the affective commitment as a mediating variable prior to the final impact on performance. The study of Amin et al (2018) supports this hypothesis. The study conducted by Amin et al in the banking industries had proved the significance positive influence between the transformational leadership behavior and the employee's affective commitment. A study by Awee et al (2014) in the hospitality industries in Malaysia also showed similar results. Awee et al found a positive correlation between the servant leadership behavior and the employee's affective commitment.

2.3 Organizational Culture

Organizational culture can be defined as an agreement on employee behavior within an organization described through the efforts to create the efficiency, be free from errors, focus on the employee's results and interests, and be creative and accurate in carrying out the tasks (Tampubolon, 2008, cited in Widjaja (2017)). There are many studies show that the organizational culture has a significant effect on the organizational performance. Awadh & Saad (2013) had conducted a literature review of 60 previous studies, and found a positive relationship between culture and organizational performance. Aydin & Ceylan (2009) asserted that the organizational culture has a role of 60% in explaining the company performance. Even for almost three decades ago, Kotter & Heskett (1992) had proven the influence of organizational culture on the company performance with a sample of 207 companies from various industries.

Besides, quite a lot of research in various industries shows the significant influence between organizational culture and employee performance. Among them are the studies conducted by Uddin et al (2013) in the telecommunications sector, Shahzad et al (2013) in the IT sector, Sulistyarningsih et al (2012) in the education sector, Fahrurraji et al (2014) in the banking sector, and Raharjo (2017) in the construction sector. Some studies also showed the influence of organizational culture on the organizational commitment, prior to its impact on the organizational performance. The study by Azizollah et al (2016) proved that there is a significant correlation between organizational culture and organizational commitment. A study conducted in this university environment also found a strong correlation between organizational culture and affective commitment from its employees. Meanwhile, Koutroumanis et al (2015) conducted similar research in the restaurant industry. They found a strong correlation between organizational culture and affective commitment that is actually a part of the

organizational commitment. Koutroumanis et al., selected particularly the type of Clan culture that represent the organizational culture variable. This study used the indicators developed by Moeljono (2003) to measure the organizational culture variable, including: (1) integrity, (2) professionalism, (3) exemplary, and (4) respect for human resources.

2.4 Affective Commitment

Organizational commitment is viewed as a tendency to engage in consistent lines of activity, based on the individual's recognition of the costs (or lost side) associated with discontinuing the activity (Allen & Meyer, 1990, cited in (Metin et al, 2018)). Colquitt et al (2009) described an organizational commitment as the employee's intention to be part of an organization and remain loyal to be a member of the organization. Allen & Meyer (1990) elaborated the organizational commitment into 3 components:

- (a) Affective commitment; means a commitment built base on the employee's emotional engagement, identification and involvement towards the organization.
- (b) Continuance commitment; means a commitment based on the financial needs or consideration of profit and loss when he must leave the organization.
- (c) Normative commitment; means a commitment due to the obligation to remain involved in the organization.

Organizational commitment is one of the determinants of employee performance. In the midst of the increasingly tough competition in nature, many companies are aware of the importance of affective commitment component in improving the employee performance. A study by Fatchur Rohman (2012) proved that hypothesis. Studies by Anisah (2016), Muhyi (2010), and Riaz Khan et al (2010) also proved the significant influence between organizational commitment, especially the affective commitment toward employee performance. However, not all the above commitment components always provide the similar response, as resulted in a study by Metin et al (2018). A positive and significant influence between affective commitment and work performance showed in a sample of employees in the trade industry in Turkey, although different results shown between continuance and normative commitment. On the other hand, the results of a study by Islam Khan (2015) in the banking industry in Bangladesh showed a negative influence between affective commitment and employee performance. The study utilized the approach of Meyer et al (1993) for the following variable indicator of Affective Commitment: (1) Feeling glad to be able to work in an organization until retirement. (2) Have the feeling that the organizational problems will become my problem too. (3) Have the feeling to be a part family member in the organization. (4) Emotionally tied to the organization. (5) Have the feeling that the organization is very meaningful personally, and (6) Have the strong sense of belonging to the organization.

2.5. Conceptual Framework and Hypothesis

A research model was developed in order to answer the research objectives, which involved the variables of Leadership Behavior and Organizational Culture as the independent variable, and the Employee Performance variable as the dependent variable. Meanwhile, the Affective Commitment variable acts as an intervening variable, due to its influencing Employee Performance as well as influenced by Leadership Behavior and Organizational Culture. This research model will be applied to a hospital organization, while the employees mean the nurses at the hospital.

In this study, the concept of Mathis & Jackson (2003) was used to measure the Employee Performance variable with the following indicators: (1) results quantity, (2) results quality, (3) timeliness of results obtained, (4) attendance, and (5) the ability to cooperate. When analyzing Leadership Behavior variable, the researcher used the approach of Yukl (2010) which represented three types of leadership behavior: (1) task-oriented behavior, (2) relationship-oriented behavior, and (3) change-oriented behavior. Representing the organizational culture, used the indicators developed by Moeljono (2003) including: (1) integrity, (2) professionalism, (3) exemplary, and (4) appreciation of resources human. Furthermore, the classic approach of Meyer et al (1993) for the following variable indicator of Affective Commitment: (1) Feeling glad to be able to work in an organization until retirement. (2) Have the feeling that the organizational problems will become my problem too. (3) Have the feeling to be a part family member in the organization. (4) Emotionally tied to the organization. (5) Have the feeling that the organization is very meaningful personally, and (6) Have the strong sense of belonging to the organization.

Based on the literature review and research model that had been built, several hypotheses were developed as follows:

- H1: Leadership behavior has significant impact on Affective Commitment.
- H2: Organizational Culture has significant impact on Affective Commitment.
- H3 : Leadership behavior has significant impact on Employee Performance.
- H4 : Organizational Culture has significant impact on Employee Performance.
- H5: Affective Commitment has significant impact on Employee Performance.

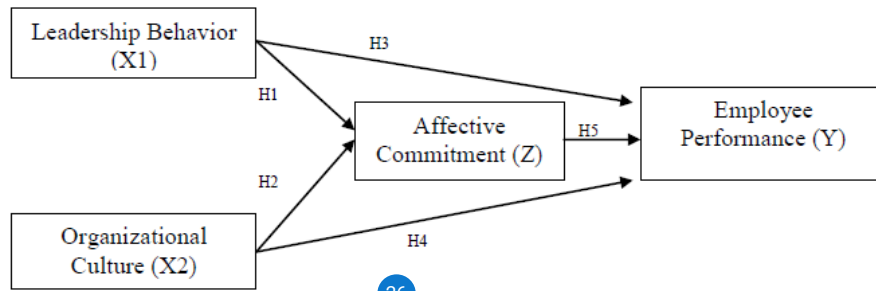


Figure 2.1. Research model

III. RESEARCH METHOD

This study aims to analyze the influence of variables of Leadership Behavior, Organizational Culture, and Affective Commitment, both directly and indirectly on the Employee Performance, amongst the nurses. The quantitative method with an explanatory approach was selected to answer the objectives. At the time of study, the research population was as many as 360 nurses working at Husada Hospital in Jakarta Indonesia. The number of sample data taken was in accordance with Slovin's approach. With a margin of error of 5%, a minimum number of samples obtained of 189 nurses. The processed data used in this study was as many as 190. The sampling techniques utilize the Purposive sampling which is the technique of sample determination by considering certain criteria that are in accordance with the study objectives. The main criterion of the sampling respondents will be those who have worked as nurses for at least one year in the Husada hospital. Primary data obtained by using the questionnaires designed and contain the questions or statements that represented the indicators of research variable. The Likert scale is used in the form of a scale from 1 to 5, containing answers: strongly disagree, disagree, simply agree, agree, and strongly agree. After collecting the questionnaire data, then the validity and reliability tests was performed to test the research instrument. Data analysis techniques used the Path Analysis, which breaks the model into two parts, namely the substructure 1 and 2. In substructure 1, the multiple linear regression analysis was performed to observe the effect of leadership behavioral and organizational culture variables on the affective commitment variable, while testing the H1 and H2 hypotheses. While in substructure 2, the multiple linear regression analysis was carried out to observe the effect of variables of leadership behavioral, organizational culture, and affective commitment on employee performance, while testing the H3, H4 and H5 hypotheses.

IV. RESEARCH FINDINGS AND DISCUSSION

The results of research instrument test showed the fulfillment of requirements for validity and reliability. The next step is to calculate the path coefficients in the substructure 1 model. Data analysis showed that the variables of Leadership Behavior and Organizational Culture have a partially significant effect on Affective Commitment, with the path coefficients of 0.401 and 0.255, respectively (see table 4.1). However, the determination coefficient which is the contribution of variables of Leadership Behavior and Organizational Culture on Affective Commitment was only 0.365.

Furthermore, the calculation of path coefficient was carried out in substructure 2 model. Data analysis showed that the variables of Leadership Behavior, Organizational Culture and Affective Commitment partially have a significant effect on Employee Performance. The path coefficients were 0.168, 0.158 and 0.415, respectively (see table 4.2). Meanwhile, the determination coefficient that is the contribution of three variables above to Employee Performance was equal to 0.410.

Table 4.1 Sub Structure 1

Model	Coefficients ^a					Correlations		
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Zero-order	Partial	Part
	B	Std. Error	Beta					
(Constant)	-.095	2.484		-.038	.969			
1 Leadership Behavior (X1)	.425	.084	.401	5.053	.000	.574	.347	.295
Organizational Culture (X2)	.359	.112	.255	3.210	.002	.527	.229	.188

a. Dependent Variable: Affective Commitment (Z)

Table 4.2 Sub Structure 2

Model	Coefficients ^a								
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			
	B	Std. Error	Beta			Zero-order	Partial	Part	
1									
	(Constant)	7.251	2.339		3.101	.002			
	Leadership Behavior (X1)	.173	.084	.168	2.046	.042	.513	.149	.116
	Organizational Culture (X2)	.216	.108	.158	1.999	.047	.490	.145	.113
	Affective Commitment (Z)	.404	.069	.415	5.849	.000	.594	.395	.330

a. Dependent Variable: Employee Performance (Y)

From the results of data obtained, the five hypotheses developed turned out to be all acceptable. In the first hypothesis, it was stated that there is a significant effect of Leadership Behavior variable on Affective Commitment variable. From table 4.1 the value of Sig variable of Leadership Behavior was 0.000 which is smaller than 5% (significance level of 5%). It means that the first hypothesis is accepted. This result is in line with the results of studies by Amin et al (2018) and Awee et al (2014), although their studies were conducted in the organizations of banking and hospitality industry. The two studies above also used the different variable indicators under the Yukl (2010) approach. In table 4.1, the value of Sig variable of Organizational Culture was 0.002, which is smaller than 5%. So that it can be interpreted, Organizational Culture has a significant effect on Affective Commitment, meaning that the second hypothesis is acceptable. This finding also does not conflict with the result of studies by Azizollah et al (2016) and Koutroumanis et al (2015) which proved a strong correlation between Organizational Culture and Affective Commitment. The last two studies were also conducted in the service industry, which are the education and restaurants.

Meanwhile, the result of third, fourth and fifth hypothesis tests can be carried out by utilizing the output in table 4.2. It appears in the table that the Sig value for Leadership Behavior variable of 0.042, which is smaller than 5%. It can be concluded that Leadership Behavior has a significant effect on Employee Performance at a significance level of 5%, or a third hypothesis is acceptable. So far, there have been many studies proved the above phenomena. Studies by Abdulahi Ali et al (2013) and Lor et al (2017) showed the positive and significant influence between Leadership Behavior on Employee Performance. The study by Nguyen Minh Ha et al. (2014) even found a type of behavior that positively and negatively affected employee performance. Table 4.2 also shows the Sig value of Organizational Culture variable of 0.047, which is smaller than 5%. This proves that there is a significant influence of Organizational Culture on Employee Performance, which means that the fourth hypothesis is acceptable. Actually, Kotter & Heskett (1992) has stated this opinion many years ago by. Furthermore, the study by Awadh & Saad (2013) confirmed the existence of a positive relationship between Organizational Culture and Organizational Performance. Many similar studies in various sectors also support the results of this study (Aydin & Ceylan (2009), Uddin et al (2013), Shahzad et al (2013), Sulistyaningsih et al (2012), Fahrurazi et al (2014), Rahadjo (2017)). Furthermore, it can also be proved that the fifth hypothesis is acceptable, where the Sig value of Affective Commitment variable of 0.000 is smaller than 5%. It can be concluded that Affective Commitment has a significant effect on Employee Performance. This finding is also supported by many similar studies in various industries (Fatchur Rohman (2012), Anisah (2016), Muhyi (2010), Riaz Khan et al (2010), Metin et al (2018), Islam Khan (2015)).

Data analysis using the Path Analysis approach can also provide a detailed description related to the magnitude of direct or indirect influence of variables of Leadership Behavior (X1), Organizational Culture (X2), and Affective Commitment (Z) on Employee Performance (Y), as seen in the table below:

Table 4.3. Impacts of Variables X1 dan X2 on Z

No.	Description	%	%
	Impacts of X1 and X2 on Z		
1.	The percentage of the impacts of X1 on Z	16.08	
2.	The percentage of the impacts of X2 on Z	6.50	
	Total Impacts X1 and X2 on Z		22.58

Table 4.4. Impacts of Variables X1, X2, dan Z on Y

No.	Description	%	%
1.	The percentage of direct impacts of X1 on Y	2.82	
2.	The percentage of the impacts of X1 on Y through Z	2.80	
	Total Impacts of X1 on Y		5.62
3.	The percentage of the direct impacts of X2 on Y	2.50	
4.	The percentage of the impacts of X2 on Y through Z	1.67	
	Total Impacts X2 on Y		4.17
5.	The percentage of direct impacts of Z on Y	17.22	
	Total Impacts Z on Y		17.22
	Total Impacts X1, X2, and Z on Y		27.01

According to the research model developed, Leadership Behavior variable may directly or indirectly influences Employee Performance. The direct influence was 2.82%, while indirect influence through Affective Commitment was 2.80%. Likewise, with Organizational Culture variable that can have a direct and indirect effect on Employee Performance, with the direct influence was 2.50%, while the indirect effect through Affective Commitment was 1.67%. Meanwhile, Affective Commitment has a direct effect of 17.22% on Employee Performance. It can be concluded that through analysis of substructure 1 and 2, all the independent variables has a significant effect on the dependent variable. Here, Affective Commitment also acts as an intervening variable that successfully mediates other variables.

V. CONCLUSION

The study conducted at Husada hospital organization in Jakarta Indonesia, successfully proves that all hypotheses are acceptable. This means that the more effective of leadership behavior characterized by task-oriented behaviors, relationships, and change, it is expected to improve the employee performance while in this case is the nurse's performance. Likewise, with the more positive organizational culture that considers the integrity, professionalism, exemplary, and respect to employees, the better performance of employees is generated. In addition, the study also proves that the higher the commitment of employees based on emotional engagement, the better performance will be expected. The findings also confirm the role of affective commitment as an intervening variable that mediates the variables of leadership behavior and organizational culture on employee performance.

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