The Influence of Leadership and Spirit At Work Toward Commitment and Performance of The Employees at Hospital Level 4 01.07.04 Pekanbaru

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Abstract

This study aims to find out how: 1) Leadership has positive impact and significant on employee commitment, 2) Spirit at work has positive impact and significant on employee commitment, 3) Employee commitment has positive impact on employee performance. This study used population of 82 employees at the Hospital Level IV 1.07.04 Pekanbaru with hypothesis census method was tested using analysis tools Partial Least Square. The results showed: 1) Leadership has positive impact and significant on the commitment, 2) Spirit at work has positive impact and significant on the commitment, 3) Commitment has positive impact and significant on employee performance at Hospital Level IV 01.07.04 Pekanbaru.

Keywords: Leadership, Spirit at work, Commitment and Performance

Introduction

Global development marks the open competition, including the health services such as hospitals. The rapid growth of hospitals cause competition to provide the best capabilities in the provision of health services to its users.

Hospital performance be based on the indicator standard data of hospital services in accordance Ministry of Health Act 2005 and Barber Johnson, which includes BOR average in 1 year 51.58% (parameter values of BOR ideal between 60-85%, the average of ALOS 4.21. BTO value average 23.75 times where ideal parameters of one bed is used an average of 40-50 times. TOI value average of 10.55 days in a year, exceeding the ideal standard 1-3 days.

Research gap of organizational commitment study conducted by Muliyadi (2008), describes the positive relationship of organizational commitment and performance of nurses in Hospital Tugu Ibu Jakarta. The research showed that there is a positive relationship between organizational commitment and nurse's performance. Dana (2008), which showed a positive relationship between organizational commitment and performance at the polytechnic of health Banjarmasin. Similarly, found in the study of Trang *et al.*(2013). However, research conducted by Fithriani (2012), Thomas (2015) and Sudarwadi (2010) found that organizational commitment have a negative impact to performance.

Methods

The population in this study is all employees at Hospital Level IV 01.07.04 Pekanbaru amounted to 82 people.

Evaluation in this study model is using *Structural Equation Modeling* (SEM).

Partial Least Square (PLS) is one of the SEM analysis tool that is based on the variance / components that do not require being met various requirements such as

normality data and others (Ghozali, 2008).

Data Analysis

Variable Description Analysis

The characteristics of each indicator that measures variables of Leadership latent are presented in Table 1. below:

Description of Leadership Variable

Leadership capable of teaching subordinates is at the lowest score (2,98). Head of Hospital Level IV 01.07.04 Pekanbaru in the lead must have the communication skills to teach subordinates so that what is presented can be understood by the employees so as to improve the leadership that will impact on the commitment and performance of employees.

Description of Spirit at Work Variable

Productivity **a**verage value of 3.25 means that the spirit at work of employees of Hospital Level IV 01.07.04 Pekanbaru are fair and still under the category of high/4, employee spirit at work is low (Tohardi in Sutrisno, 2009) then the job assigned or received by an employee shall be settled by a long time and slow.

Table 1. Variable Description

Indicator	Score (%)					Mean Indicator	Mean Variable
	1	2	3	4	5		
Leadership Variable							
Recognize employee achievement	0.00	7.30	63.4	28.0	1.20	3.23	
Correcting the problem	0.00	9.80	56.1	28.0	6.10	3.30	
Instill pride in subordinates	0.00	9.80	64.6	24.4	1.20	3.17	
Emphasizing collective meaning	0.00	9.80	61.0	23.2	6.10	3.25	3.15
Leaders who have high confidence	0.00	9.80	64.6	24.4	1.20	3.02	
Leaders are able to teach subordinates	1.20	14.6	64.6	19.5	0.00	2.98	
Spirit at Work Variable							
Productivity	0.00	3.70	69.5	24.4	2.40	3.25	
Absence	1.20	4.90	61.0	32.9	0.00	3.25	
Work carefully	0.00	4.90	67.1	23.2	4.90	3.28	3.27
Obedience	0.00	6.10	59.8	31.7	2.40	3.30	
Not much demanded	0.00	0.00	70.7	26.8	2.40	3.31	
Commitment Variable							
Feelings of belonging as an organization member	0.00	12.2	63.4	19.5	4.90	3.17	
Will volunteer to do the best for the organization	1.20	6.10	68.3	22.0	2.40	3.18	
Members of the organization will consider if outside the organization	0.00	7.30	74.4	17.1	1.20	3.12	
Have pride to be part of the organization	0.00	14.6	67.1	15.9	2.40	3.06	3.09
Keeping reputation of the organization	0.00	14.6	74.4	9.80	1.20	2.97	
Have a strong emotional bond with the organization	1.20	7.30	76.8	14.6	0.00	3.04	
Performance Variable							
Quality of Work	1.20	11.0	78.0	8.50	1.20	2.97	
Ability to take initiative	0.00	1.20	67.1	30.5	1.20	3.31	
Responsibility for work	0.00	11.0	68.3	20.7	0.00	3.09	3.14
Cooperation with colleagues	1.20	7.30	65.9	19.5	6.10	3.21	

Description of Commitment Variable

Indicator commitment to maintain the reputation of the organization is an indicator of the lowest, with an average value of 2,97 means that employee of Hospital Level IV 01.07.04 Pekanbaru quite had a commitment but have not a high commitment. According to Sopiah (2008), maintaining the reputation of the organization is arising from organization's members that pleased with job characteristics, challenges and role in its work.

Description of Performance Variable

The lowest performance Indicators is on quality jobs with an average value of 2,97. According to Mangkunagara (2009), the quality of work is how qualify an employee to do what should be done.

Validity and Reliability Test

Validity test is by looking at the correlation between each item with the total score of the value *corrected item total correlation* is greater than or equal to r-table = 0.217 (Singgih Santoso, 2010). Reliability test is to see the value of *Cronbach's Alpha*. Criteria of instrument is to be reliable, when the value of *Cronbach's Alpha*> 0.6 (Riduwan. 2011).

Value of *Corrected item total correlation* is greater than 0,217 and *Cronbach's Alpha* greater than 0.6, much higher than the value of r_{table}. Therefore, the results of test validity and reliability instrument indicate that the questionnaire is valid and reliable.

Analysis of *Partial Least Square (PLS)*

PLS analysis process is done in with two stages, the evaluation of the measurement model and structural model evaluation.

Measurement model (outer model)

Describing the relationship between the indicator with latent variables. Evaluation of the measurement model includes the construct validity and construct reliability. Construct validity test consists of convergent validity using a *loading factor* on the *outer loading* and discriminant validity using the *average variance extracted* (AVE).The test results *convergent validity* can be seen in Table 2 below:

Table 2. Variable of Outer Loadings

Source: Results were analyzed with SmartPLS (Output), 2016

Evaluation measurement model covering the construct validity and construct reliability. Construct validity is a form of test to know construct correlation with the indicator. Construct validity test consists of convergent validity using a *loading factor* on the *outer loading* and discriminant validity using the *average variance extracted* (AVE). The test results of the measurement model *(measurement model)* in the figure below:

Figure 1. Measurement Model
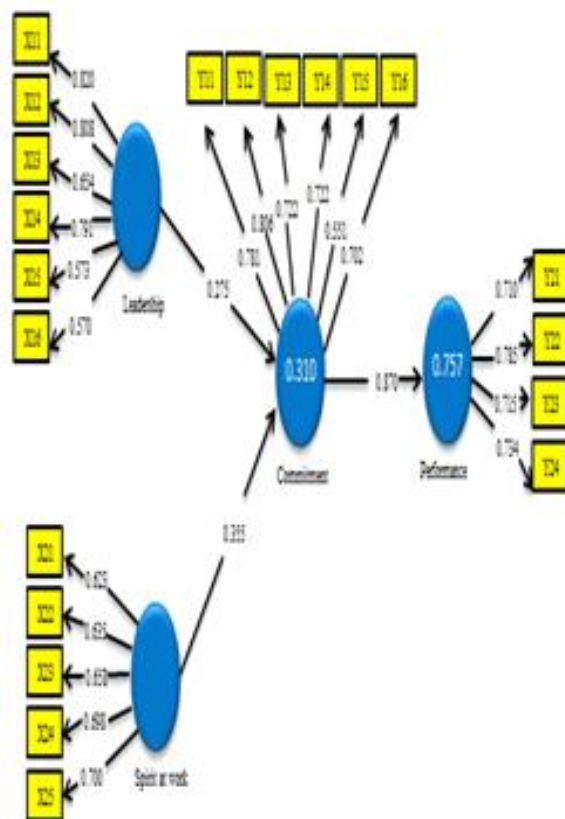
Based on Table 2 all of *p-values* are below 0.05 (5%), and in Figure 1. *loading factor* test shows all of

indicators > 0.50, therefore this study meet the validity criteria due to the value of *loading factor* is above 0.50.

Constructs declared reliable if it has a value *of composite reliability* and *Cronbach's alpha* above 0.60 (Nunnaly, 1978). Results of testing the reliability of the constructs are presented in the following table:

Table 3. Tests of Reliability Construct

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Leadership	0.768	0.895	0.681
Performance	0.721	0.835	0.541
Commitment	0.810	0.858	0.569
Spirit at work	0.654	0.847	0.736

Source: Results were analyzed with SmartPLS (Output), 2016

Table 3 shows the *composite reliability* and *Cronbach's alpha* had qualified above 0.60. So is the AVE value above 0.50. It was concluded that the constructs in this study is reliable. So overall, the results of *measurement model (outer model)* constructs had qualified for further analysis.

Evaluation of structural models (innermodel)

Structural model in PLS evaluated using R^2 *(R-square)* was used to measure the variation level of variables change:

Table 4. Results of *Rsquare* (R2) Value

Variabel	R-square
X1 – Leadership	.
X2 – Spirit at work	.
Y1 – Commitment	0.310
Y2 – Performance	0.757

*Source: Results were analyzed with SmartPLS (Output), 2016*

Based on Table 4 can be concluded as follows:

1. Variable of leadership and spirit at work able to explain the variance that occurs in Employee commitment of 31%, the rest 69% influenced by other factors that are not included in this research model.
2. Variable of Leadership, spirit at work and commitment able to explain the variance that occurs in variable of employee performance of 75.7%, the remaining 24.3% influenced by other factors not included in the research model.

Significance Tests

The results of analysis data processing *full model* PLS in Figure 2 below:

Figure 2. Structural Model
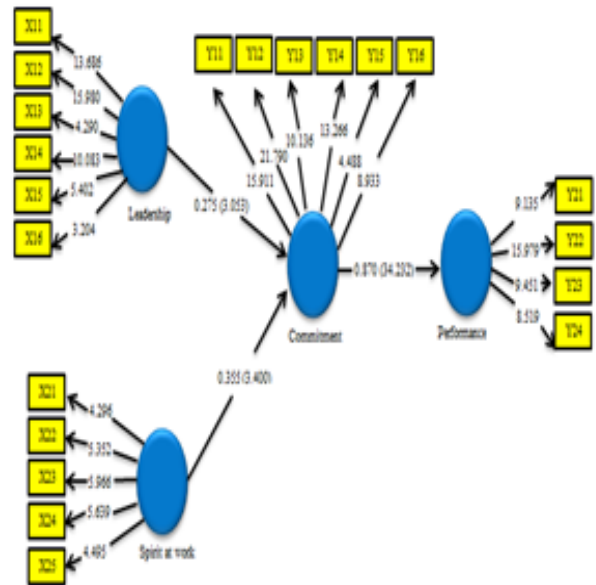
Based on the model in Figure 2 can be summed up as follows:
1. Leadership has positive impact and significant on the Commitments of 0.275 *(t statistic = 3.053)* means the better leadership it will increase employee *commitment.*
2. Spirit at work has positive impact and significant on the Commitments of 0.355 *(t statistic = 3.400)* means the higher spirit at work will increase employee *commitment.*
3. Commitment has positive impact and significant on performance of 0.870 *(tstatistic = 34.232)* means the higher employee commitment will improve employee *performance.*

Hypothesis Tests

In this study there are three hypotheses were tested through analysis of PLS. The hypothesis accepted If coefficient value is positive with *t-statistic* probability of above 1.96 and below the value of 0.05 *(p value)*. The measurement results of significance testing as shown in Table 5 below:

Table 5. Significance Tests

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership -> Commitment	0,275	0,285	0,088	3,117	0,002
Commitment -> Performance	0,870	0,873	0,024	35,700	0,000
Spirit at work -> Commitment	0,355	0,366	0,101	3,516	0,000
Commitment	0,310	0,362	0,088	3,472	0,000
Performance	0,757	0,762	0,045	16,572	0,000

Source: Results were analyzed with SmartPLS (Output), 2016

From table 5 can be concluded summary of hypothesis test to see whether the proposed model has been supported by the data:

Table 6. Tests of Research Model Hypotheses

Hypotheses	Hypotheses Statement	coefficient	t-statistic	p-value	Result
H 1	Leadership has positive impact and significant on commitment	0,275	3,117	0,002	Received
H 2	Spirit at work has positive impact and significant on commitment	0,355	3,516	0,000	Received
H 3	Commitment has positive impact and significant on commitment	0,870	35,700	0,000	Received

Source: Research result 2016

The influence of Leadership on commitment

Leadership has positive impact and significant on employee commitment. That is the better leadership at Hospital Level IV 01.07.04 Pekanbaru, the commitment of employees will increase.

The influence of leadership on employee commitment in this study proved to have compatibility with a developing theoretical concept. One of the effective behaviors of leaders by Yukl (2005) is a relationship-oriented*(relations oriental behavior)*, where the behavior of leaders who support and assist subordinates included, friends, helped develop the careers of subordinates and show appreciation for the ideas of subordinates. The leadership behavior will have a good perception in the assessment of employees, where it is a positive influence on employee commitment. Also according to the Devi Allen and Meyer (2009), the style of leadership and good supervision is one of the factors that affect the formation process of employee commitment.

This is according to study conducted by Yuliawan and Supartha (2013) and Alkahtani (2016), results showed that all dimensions of leadership influence on organizational commitment.

The influence of spirit at work on Commitment

Variable of spirit at work according to the data processing results show that this variable has a positive impact and significant on employee commitment.

Spirit at work is the atmosphere generated by the attitude of the members of the organization (Kossen, 2006). The views and positive values owned by the employees will have an impact on the desire to provide

the best for the job and the organization. With high spirit at work, the employees are expected to show a desire to remain dedicated or loyal to the job and the organization.

This study is in line with study conducted by Prabandasari (2008) and Kijerski and Skrypnek (2008), which states that there are significant spirit at work application to organizational commitment.

The Influence of Commitment on performance

Data processing result shows that employee commitment has a positive and significant influence on employee performance.

Robbins (2008) stated that the commitment to have a closer relationship with organizational outcomes such as performance and employee turnover. Commitment is important for organizations because: (1) The effect on turnover. (2) Relationship with the performance which assumes that individuals who have a strong commitment tend to develop a greater effort on employment.

This study is in line with recent research conducted by Fauzan and Sumiyati (2015), Rahmah, *et al* (2013), and Darwito (2008) which shows that organizational commitment has a positive impact and significant on performance.

Conclusions And Recommendations

The results were obtained the following conclusion:

1. Leadership has positive impact and significant on employee commitment.
2. Spirit at work has positive impact and significant on employee commitment.
3. Employee commitment has positive impact and significant on employee performance.

From the conclusions suggested as follows:

1. To increase the commitment of the leadership needs to be improved, especially for the leading indicators were able to teach subordinates.
2. To increase spirit at work, the commitment needs to be improved, especially indicators of lower spirit at work is productivity.
3. To increase the performance of employees, the employees' commitment needs to be improved, especially indicators of maintaining the reputation of the hospital.

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