

THE ROLE OF LEADERSHIP, WORK MOTIVATION AND ORGANIZATIONAL COMMITMENT TO HOSPITAL PERFORMANCE IN BALI

I Gusti Made Suwandana

Universitas Udayana, Bali, Indonesia

gungdesuwandana@unud.ac.id

ABSTRACT

The research aims to understand the influence of leadership, work motivation, and organizational commitment on employee performance in hospitals in Bali. The method employed in this study is a quantitative approach. A total of 200 respondents, who are hospital employees in Denpasar, Bali, were sampled. Data collection was conducted through interviews and questionnaires. The analysis technique used was multiple linear regression. The research results indicate a positive and significant relationship between leadership, work motivation, and employee commitment with the performance of hospital employees in Denpasar. In other words, the better the leadership style applied by the leaders, the higher the work motivation, and the higher the employee commitment to the company, the better the performance of hospital employees. This highlights the importance of these factors in creating a productive work environment and motivating employees to contribute maximally. By paying attention to and improving these aspects, hospitals can enhance operational effectiveness and service delivery. The implications of the research include obtaining and utilizing leadership, motivation, commitment, and employee performance indicators as part of the company's strategy.

Keyword: Leadership, Work Motivation, Organizational Commitment, Employee Performance.

Corresponding Author: I Gusti Made Suwandana

E-mail: gungdesuwandana@unud.c.id



INTRODUCTION

Human Resources are the resources that most determine the success of an organization. Companies are required to manage their human resources properly for the sake of the company's progress, success in the company's processes is determined by the achievement of good performance results by employees. This research was conducted on hospital employees in Denpasar, Bali where employees are required to remain professional in carrying out their work while maintaining health protocols during this Covid 19 pandemic.

Table 1. List of Hospital Names in Denpasar Bali

NAME OF HOSPITAL	TYPE
Bali Mandara Hospital	Hospital
Wangaya Hospital	Hospital
Balimed Hospital	Hospital
Bali Royal Hospital	Hospital
Bhakti Rahayu Hospital	Hospital
Bhayangkara Hospital Denpasar	Hospital
Dharma Yadnya Hospital	Hospital
General Mother's Hospital	Hospital
Manuaba Hospital	Hospital
Bali Mandara Eye Hospital	Eye Hospital

NAME OF HOSPITAL	TYPE
Prima Medika Hospital	Hospital
Puri Raharja Hospital	Hospital
Surya Husadha Hospital	Hospital
Surya Husadha Ubung Hospital	Hospital
Udayana Hospital	Hospital
Mahasaraswati University Hospital	Dental and Oral Hospital
RSIA Hope Mother	Mother and Child Hospital
RSIA Pucuk Permata Hati	Mother and Child Hospital
RSIA Puri Bunda Denpasar	Mother and Child Hospital
Sanglah Hospital Denpasar	General Hospital

Source: Wikipedia, 2022

The current Covid 19 phenomenon has resulted in hospital workers having to work extra extra than usual. Of course, this results in the emergence of problems that result in a decrease in the performance of hospital employees. From the results of initial interviews with the leadership and several employees who were met, there were problems within the hospital such as decreased employee commitment as a result of the pandemic situation, lack of attention and fairness of leadership in the division of tasks to employees, lack of appreciation for employees who had carried out their duties well, and the lack of coordination between fellow employees and leaders in their work so that it has an impact on employee performance in providing services to patients.

(Massie et al., 2018) suggest that performance can be defined as the ability of an employee to be responsible for carrying out the assigned tasks. In this study, the factors that influence employee performance are leadership style, work motivation and organizational commitment. According to (Robbins, 2017) organizational commitment is a condition where an employee favors a particular organization and its goals and desires to maintain membership in the organization. Research by (Tuada et al., 2020), (Kusa & Mansur, 2018), (Saputri & Muhsin, 2018), (Hafiz, 2017), and (Marhayani & Ibrahim, 2019) shows that commitment has a positive effect on performance. employee. But on the contrary with research conducted by (Harwiki, 2016) and (Bodroastuti et al., 2018) which shows that commitment has no effect on employee performance.

Success in advancing the quality of human resources along with standardization of company operations cannot be separated from the role of leaders in carrying out their managerial functions in an organization. According to (Saputra & Danim, 2019), leadership style can maximize productivity, job satisfaction, and easily adapt to all situations. Research (Purwanto et al., 2020), (Amrani et al., 2019), (Desta, 2019), and (Soegihartono, 2019) show that leadership has a positive effect on employee performance. On the other hand, research conducted by (Marjaya & Pasaribu, 2019), and (Sukrisnawati et al., 2019) shows that leadership has no effect on employee performance.

A leader must provide direction to subordinates, motivate those who drive or move employees to work together productively and achieve the goals set by the company. According to (Ekhsan et al., 2019) motivation comes from the word motive which means encouragement. It can be interpreted that motivation means a condition that influences a person to take action with a specific purpose. The results of research by (Haryono & Sulistyo, 2020), mention that motivation has a positive and significant influence on employee performance, in contrast to the results of research conducted by (Hasanah, 2017), (Aryanta et al., 2019) motivation has no effect on employee

performance and research results from (Kumarawati et al., 2017) motivation have a negative effect on employee performance.

Based on the background provided, the objectives of this study are to examine the role of leadership, work motivation, and organizational commitment in the performance of hospitals in Bali. The research is expected to make a significant contribution to the understanding of practitioners, hospital management, and health policies in Bali. Anticipated benefits include a profound understanding of the roles of leadership, work motivation, and organizational commitment in the context of hospital performance. The study is also expected to provide management guidance, support the improvement of healthcare service quality, contribute to academic literature, and serve as a basis for policy decisions in developing strategies to enhance hospital performance in the region.

METHOD

This research was conducted on hospital employees in Denpasar, Bali. The background for choosing the location of this research is because there are problems related to the variables of leadership, work motivation, organizational commitment and employee performance due to the Covid 19 pandemic. The operational definitions of variables in this study are as follows:

Table 2. Definition of Operational Variables

Variable	Variable Operational Definition
Employee Performance (Y)	a. Work Quantity (Y₁) b. Quality of Work (Y₂) c. Output Term (Y₃) d. Cooperation (Y₄)
Leadership (X1)	a. Intelligence (X_{1.1}) b. Broad Maturity, Social and Relationships (X_{1.2}) c. Self motivation and achievement drive (X_{1.3}) d. Attitudes of human relations (X_{1.4}) e. Strong Influence (X_{1.5}) f. Have a good relationship pattern (X_{1.6}) g. Has certain properties (X_{1.7}) h. Possess position (X_{1.8}) i. Able to interact (X_{1.9}) j. Capable of beguiling (X_{1.10})
Work Motivation (X2)	a. Behavior Direction (X_{2.1}) b. Business Level (X_{2.2}) c. Persistence Level (X_{2.3})
Employee Commitment (X3)	a. Strong desire to remain as a member of the organization (X_{3.1}) b. Desire to take action on behalf of the organization (X_{3.2}) c. Acceptance of company values and goals (X_{3.3}) d. High and low absenteeism rate (X_{3.4})

Source reference, 2022

This study used a sample of 200 respondents who were employees of 20 hospitals in Denpasar Bali. Data was collected through interviews and questionnaires. The analysis technique used is multiple linear regression analysis. to find out or get an idea about the influence of leadership variables, work motivation and employee commitment on performance variables using SPSS for Windows Program.

RESULTS AND DISCUSSION

This study used 200 respondents who were employees of 20 hospitals in Denpasar Bali with the criteria of age, gender, age, education and years of service. The percentage of male respondents is 47.5 percent and female respondents are 52.5 percent. This shows that hospital employees in Denpasar are dominated by women. The highest percentage of age is 32.5 percent with an age range of 26-30 years, while the lowest percentage of age is > 40 years by 20 percent. This means that hospital employees in Denpasar are mostly 26-30 years old because they are considered to be still productive and actively working. The respondent's last dominant education was at the undergraduate level with a percentage of 38.5 percent, while for the last education it was master's with a percentage of 17.5 percent. This shows that the position of hospital employees in Denpasar is mostly filled by S1 graduates. The dominant tenure of respondents is 3-5 years with a percentage of 37.5 percent, while for a period of 1-2 years it has a percentage of 27 percent. This shows that the working period of hospital employees in Denpasar is dominated by 3-5 years.

Research Instrument Test Results

Table 3. Instrument Validity Test Results

Variable	Indicator	Pearson Correlation	Information
Employee Performance (Y)	Y ₁	0.810	Valid
	Y ₂	0.803	Valid
	Y ₃	0.832	Valid
	Y ₄	0.717	Valid
	X _{1.1}	0.662	Valid
Leadership (X ₁)	X _{1.2}	0.667	Valid
	X _{1.3}	0.726	Valid
	X _{1.4}	0.589	Valid
	X _{1.5}	0.663	Valid
	X _{1.6}	0.398	Valid
	X _{1.7}	0.753	Valid
	X _{1.8}	0.767	Valid
	X _{1.9}	0.327	Valid
	X _{1.10}	0.450	Valid
	X _{2.1}	0.883	Valid
Work motivation (X ₂)	X _{2.2}	0.719	Valid
	X _{2.3}	0.838	Valid
	X _{3.1}	0.619	Valid
Employee commitment (X ₃)	X _{3.2}	0.728	Valid
	X _{3.3}	0.610	Valid
	X _{3.4}	0.711	Valid

Source: processed data, 2022

The results of the validity test in this study showed that the four variables obtained a correlation coefficient value (Pearson Correlation) with a total score of all indicators greater than 0.30. This proves that the statement items in this research instrument have met the data validity requirements.

Table 4. Instrument Reliability Test Results

Variable	Cronbach Alpha	Information
Y (Employee performance)	0.797	Reliable
X ₁ (Leadership)	0.800	Reliable
X ₂ (Work motivation)	0.748	Reliable

Variable	Cronbach Alpha	Information
X ₃ (Employee commitment)	0.675	Reliable

Source: processed data, 2022

The results of the reliability test in this study showed that the four variables obtained a Cronbach Alpha greater than 0.60 so that the statements in the questionnaire in this study can be said to be reliable and can be used to conduct research.

Description of Research Variables

All variables were measured by a 5-point Likert Scale with a rating of 1=strongly disagree and 5=strongly agree.

Table 5. Description of Respondents' Answers to Employee Performance

No.	Statement	Answer Frequency Respondent					Mean	Criteria
		1	2	3	4	5		
1	I am able to work on any assigned volume or workload	0	2	20	92	86	4.31	Very high
2	I prioritize neatness, accuracy, and relevance of results without ignoring the volume of work	0	0	20	104	76	4.28	Very high
3	I have the ability to complete a job within a set time	0	0	13	111	76	4.32	Very high
4	I have a relationship with fellow employees in helping each other, synergistically, and complementing while handling work in the work environment	0	4	28	117	51	4.08	High
Variable Score AverageEmployee performance							4.24	Very high

Source: processed data, 2022

Table 5. shows the distribution of respondents' answers to employee performance with the highest average value of 4.32 on the statement "I am able to do all the assigned work volumes or workloads" and the lowest average value of 4.08 on the statement "I have a relationship with fellow employees in helping each other, synergistically, and complete while handling work in the work environment. The average value for the employee performance variable of 4.24 is included in the very high criteria, meaning that the performance of hospital employees in Denpasar is very high and always does all the assigned work volumes or workloads.

Table 6. Description of Respondents' Answers to Leadership

No.	Statement	Answer Frequency Respondent					Mean	Criteria
		1	2	3	4	5		
1	My leader has intelligence in carrying out managerial for the achievement of company goals.	0	2	31	118	49	4.07	Well
2	My leader has stable emotions and mature personality	0	6	39	97	58	4.04	Well
3	My leader is relatively highly motivated and driven to achieve goals	0	19	79	70	32	3.58	Well

No.	Statement	Answer Frequency Respondent					Mean	Criteria
		1	2	3	4	5		
4	My leader acknowledges the existence, dignity and worth of his subordinates	0	18	68	80	34	3.65	Well
5	My leader has a strong influence in moving other people or his subordinates to achieve organizational goals	0	4	37	104	55	4.05	Well
6	My leader is able to create a good relationship between individuals	0	8	51	88	53	3.93	Well
7	My leader has a good personality and high ability and will	0	4	34	109	53	4.06	Well
8	My leader has a certain position and authority in the organization	0	2	37	107	54	4.07	Well
9	My leader always interacts well with fellow leaders and their subordinates in any situation and condition	0	0	26	114	60	4.17	Well
10	My leader is able to empower his subordinates to be productive and develop their creativity	0	2	41	103	54	4.05	Well
Variable Score Average Leadership							3.97	Well

Source: processed data, 2022

Table 6 shows the distribution of respondents' answers to leadership with the highest average value of 4.18 on the statement "My leader always interacts well with fellow leaders and their subordinates in any situation and condition" and the lowest average value of 3.58 on statement "My leader is relatively highly motivated and driven to achieve goals". The total average value for the leadership variable is 3.97 which is included in the criteriatall, meaning that hospital leaders in Denpasar have a leadership stylegood and always interact wellwith fellow leaders and subordinates.

Table 7. Description of Respondents' Answers to Work Motivation

NO.	Statement	Answer Frequency Respondent					Mean	Criteria
		1	2	3	4	5		
1	At work I always obey the rules set by the company	0	4	39	104	53	4.03	High
2	I always try seriously to be able to carry out work	0	0	22	111	67	4.37	Very high
3	When I make a mistake in doing work, I will take the initiative to immediately fix it for the better.	0	2	23	120	55	4.23	Very high
Average Score of Work Motivation Variables							4.21	Very high

Source: processed data, 2022

Table 7 shows the distribution of respondents' answers to work motivation with the highest average value of 4.37 in the statement "I always try to be serious to be able to carry out work" and the lowest average value of 4.03 in the statement "In my work I always obey the rules. determined by the company". The average value for the work motivation variable of 4.21 is included in the very

high criteria, meaning that hospital employees in Denpasar have high work motivation and always try to be serious in carrying out their work.

Table 8. Description of Respondents' Answers to Employee Commitment

NO.	Statement	Answer Frequency Respondent					Flat-Flat	Criteria
		1	2	3	4	5		
1	I have a high sense of responsibility for my work.	0	2	23	120	55	4.14	Tall
2	I never give up in achieving a target	0	0	27	118	55	4.14	Tall
3	I try to make ends meet in my life by working	0	0	18	125	57	4.20	Very high
4	I love getting compliments for what I do	0	4	38	91	67	4.11	Tall
Variable Score Average Employee commitment							4.15	Tall

Source: processed data, 2022

Table 8 shows the distribution of respondents' answers to employee commitment with the highest average score of 4.20 on the statement "I try to fulfill my life needs by working" and the lowest average value of 4.11 on the statement "I am happy to get praise for what I do." The average value for the employee commitment variable of 4.15 is included in the high criteria, meaning that hospital employees in Denpasar have a high commitment to the organization.

Hypothesis testing

Table 9. F Test Results

Model	Sum of Squares	ANOVA		F	Sig.
		df	Mean Square		
1 Regression	5022,957	3	1674,319	2284,282	.000b
Residual	143.663	196	.733		
Total	5166,620	199			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Employee commitment, Work motivation, Leadership,

Source: processed data, 2022

From the results of the SPSS calculation, it was found that the results of the sig. F of 0.000 which is smaller than the significant value of 0.05 ($0.000 < 0.05$). These results indicate that leadership, work motivation and employee commitment have a simultaneous (together) effect on employee performance.

Table 10. Coefficient of Determination Test Results

Model	R	Model Summary ^b			Std. Error of the Estimate
		R Square	Adjusted R Square		
1	.986	.972	.972		.856

a. Predictors: (Constant), Employee commitment, Work motivation, Leadership

b. Dependent Variable: Employee performance

Source: processed data, 2022

Based on table 10, it is known that the value of R square is 0.635, meaning that the effect of leadership, work motivation and employee commitment on employee performance by 63.5 percent while the remaining 36.5 percent is influenced by other factors outside the model.

Table 11. T Test Results

Model	Coefficients			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	3.824	1.029		3.717	.000
1 Leadership	.223	.034	.263	2,678	.019
Work motivation	.323	.114	.270	2.828	.006
Employee commitment	.493	.093	.527	5,292	.000

a. Dependent Variable: Employee performance

Source: processed data, 2022

From the results of the SPSS calculation, the sig.t value of 0.019 is less than the significant value used ($0.019 < 0.05$) and the 1 value of 0.223 indicates a positive direction. This shows that leadership has a positive and significant effect on employee performance which means H_0 is rejected and H_1 is accepted.

From the results of the SPSS calculation, the sig.t value of 0.006 is less than the significant value used ($0.006 < 0.05$) and the 2 value of 0.323 indicates a positive direction. This shows that work motivation has a positive and significant effect on employee performance which means H_0 is rejected and H_2 is accepted.

From the results of SPSS calculations, the sig.t value of 0.000 is less than the significant value used ($0.000 < 0.05$) and the 3 value of 0.493 indicates a positive direction. This shows that employee commitment has a positive and significant effect on employee performance which means H_0 is rejected and H_3 is accepted.

CONCLUSION

Leadership has a positive and significant effect on the performance of hospital employees in Denpasar. This means that the better the leadership style applied by the leader, the employee's performance will increase. Work motivation has a positive and significant effect on the performance of hospital employees in Denpasar. This means that the higher the employee's work motivation, the employee's performance will increase. Employee commitment has a positive and significant effect on the performance of hospital employees in Denpasar. This means that the higher the employee's commitment to the company, the higher the employee's performance.

REFERENCES

- Amrani, F., Akbar, M., & Luddin, M. R. (2019). The Effect Of Leadership on Employees Perfomance in Mayors Office South Jakarta. *IJEBD (International Journal of Entrepreneurship and Business Development)*, 2(2), 280–285.
- Aryanta, I. K., Sitiari, N. W., & Yasa, P. N. S. (2019). Influence of Motivation on Job Stress, Job Satisfaction and Job Performance at Alam Puri Villa Art Museum and Resort Denpasar. *Jurnal Ekonomi & Bisnis JAGADITHA*, 6(2), 113–120.
- Bodroastuti, T., Riszaeni, R., & Suhaji, S. (2018). Pengaruh Budaya Organisasi, Komitmen Organisasi, dan Motivasi Kerja terhadap Kepuasan Kerja dan Kinerja Karyawan. *Jurnal Ilmiah Aset*, 20(2), 129–140.
- Desta, H. Y. (2019). The Effect of Leadership on Employee Performance. *The Case of Addis Pharmaceutical Factory (APF)*.
- Ekhsan, M., Aeni, N., Parashakti, R., & Fahlevi, M. (2019). The Impact Of Motivation, Work Satisfaction And Compensation On Employee's ProductivityIn Coal Companies. *2019 1st International Conference on Engineering and Management in Industrial System (ICOEMIS 2019)*, 406–415. 10.2991/icoemis-19.2019.55
- Hafiz, A. Z. (2017). Relationship between organizational commitment and employee's performance evidence from banking sector of Lahore. *Arabian Journal of Business and Management Review*, 7(2), 1–7.
- Harwiki, W. (2016). The impact of servant leadership on organization culture, organizational commitment, organizational citizenship behaviour (OCB) and employee performance in women cooperatives. *Procedia-Social and Behavioral Sciences*, 219, 283–290. <https://doi.org/10.1016/j.sbspro.2016.04.032>
- Haryono, S., & Sulisty, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *The Journal of Asian Finance, Economics and Business*, 7(6), 387–397.
- Hasanah, H. (2017). Teknik-teknik observasi (sebuah alternatif metode pengumpulan data kualitatif ilmu-ilmu sosial). *At-Taqaddum*, 8(1), 21–46. DOI: 10.21580/at.v8i1.1163
- Kumarawati, N. M. R., Suparta, G., & Yasa, P. N. S. (2017). Pengaruh motivasi terhadap disiplin dan kinerja pegawai pada Sekretariat Daerah Kota Denpasar. *Jurnal Ekonomi & Bisnis JAGADITHA*, 4(2), 63–75. <https://doi.org/10.22225/jj.4.2.224.63-75>
- Kusa, I., & Mansur, M. (2018). Komitmen Organisasi Memediasi Kepemimpinan Transformasional terhadap Kinerja Karyawan (Studi Pada Hotel Aston Jayapura). *The Journal of Business and Management Research*, 1(1), 27–36.
- Marhayani, S. M., & Ibrahim, M. (2019). Effect of competence and employee commitment to employee performance: Job satisfaction as a mediator (Study on Watering Office of Aceh Province). *International Journal of Business Management and Economic Review*, 2(1), 15–27.
- Marjaya, I., & Pasaribu, F. (2019). The influence of leadership, motivation, and training on employee performance. *Maneggio: Scientific Journal of Master of Management*, 2(1), 129–147.
- Massie, R. N., Areros, W. A., & Rumawas, W. (2018). Pengaruh stres kerja terhadap kinerja karyawan pada kantor pengelola It Center Manado. *Jurnal Administrasi Bisnis (JAB)*, 6(002). <https://doi.org/10.35797/jab.v6.i002.%25p>
- Purwanto, A., Pramono, R., Asbari, M., Senjaya, P., Hadi, A. H., & Andriyani, Y. (2020). *The Influence of Leadership on Primary School Teacher Performance with Work Involvement and Organizational Culture as Mediators*. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2 (1), 50–63.
- Robbins, P. (2017). Stephen & Timothy A. Judge. *Perilaku Organisasi (Organizational Behavior)*. Ke-16. Jakarta: Salemba Empat.

- Saputra, E., & Danim, S. (2019). Pengaruh gaya kepemimpinan kepala sekolah dan suasana kerja terhadap kinerja guru. *Manajer Pendidikan: Jurnal Ilmiah Manajemen Pendidikan Program Pascasarjana*, 13(3), 249–259. <https://doi.org/10.33369/mapen.v13i3.10174>
- Saputri, E. D., & Muhsin, M. (2018). Peran Komitmen Organisasi Dalam Memediasi Pengaruh Variabel Keteladanan Pemimpin, Kompetensi Perangkat Desa, Dan Budaya Organisasi Terhadap Kinerja. *Economic Education Analysis Journal*, 7(3), 1130–1147. <https://doi.org/10.15294/eeaj.v7i3.28345>
- Soegihartono, S. (2019). Effect of Leadership and Job Satisfaction on Performance With Commitment Mediation (in Pt Alam Kayu Sakti Semarang). *Solusi*, 17(3).
- Sukrisnawati, G. A., Agung, A. A. P., & Sudja, I. N. (2019). The Effect Of Leadership And Organization Commitments To Performance Of Contract Employees With Organizational Citizenship Behaviour (Ocb) As A Mediation Variable. *International Journal of Sustainability, Education, and Global Creative Economic (Ijsegce)*, 2(3), 310–318. <https://doi.org/10.1234/ijsegce.v2i3.122>
- Tuada, R. N., Kuswanto, H., Saputra, A. T., & Aji, S. H. (2020). Physics mobile learning with scaffolding approach in simple harmonic motion to improve student learning independence. *Journal of Physics: Conference Series*, 1440(1), 12043. DOI 10.1088/1742-6596/1440/1/012043



© 2024 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>).