



# LEADERSHIP, ORGANIZATIONAL COMMITMENT, WORK DISCIPLINE, AND EMPLOYEE PERFORMANCE AT PUBLIC HEALTH OFFICE OF PEKANBARU CITY

## Article History

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## Abstract

This study to determine and analyze the influence of leadership on organizational commitment and work discipline or employee performance in public health office of Pekanbaru City. This research was carried out at the public health office of Pekanbaru City with a sample of 99 people. The sampling technique in this study was saturated sampel by the census method. Data collection using a questionnaire. The data analysis technique used descriptive analysis and analysis hypothesis using the structural equation model (AMOS) and SPSS. The data analysis technique used descriptive analysis and hypothesis analysis using the structural equation model (AMOS) and SPSS. The test results show that there is an influence of leadership on organizational commitment, there is an influence of leadership on work discipline, there is no influence of leadership on employee performance, there is no influence of organizational commitment on work discipline, there is no influence of leadership on employee performance, and there is no influence of work discipline on employee performance.

**Keywords:** Leadership, Organizational Commitment, Work Discipline, Employee Performance

## 1.0 INTRODUCTION

Civil Servants as state apparatus are servants of the State and servants of the community. As a servant of the State, a Civil Servant is bound by all applicable rules. The ethical values that must be adhered to by civil servants are reflected in the obligations of civil servants based on laws and regulations. This form of obligation accumulates in attitudes and behaviors (Renaldo, Andi, Nur, Junaedi, & Panjaitan, 2021) that must be maintained by civil servants. The concrete form of the elaboration of the government's good intentions in upholding ethical values within civil servants is included in the code of ethics for Civil Servants and the oath/pledge of Civil Servants in Law Number 43 of 1999, Hartini (2012: 48).

The low quality of human resources is a fundamental problem that can hinder the development and development of the national economy. The low quality of human resources will also be a stumbling block in the era of globalization, because the era of globalization is an era of crossroads of quality. If the Indonesian nation wants to take part in the global arena, then the first step that must be taken is to organize human resources, both from the intellectual, spiritual, creative, moral, and responsible aspects. The quality of human resources is closely related to performance.

Basically performance emphasizes what is produced from the functions of a job or what comes out (outcome). If you pay more attention, what happens in a job or position is a process that processes inputs into outputs (work results). Use of key indicators to measure individual performance results, sourced from functions translated into activities/actions based on clear and written standards. Considering that the performance and level of discipline contain components of competence and work motivation, the results of performance and level of discipline are very dependent on the level of individual ability in achieving them, especially organizational goals.

According to Hamali (2018: 98) performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction (Putra & Renaldo, 2020), and contributes to the economy. Performance is about doing the work and the results achieved from the work. Performance is about what is done and how to do it. Performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the

strategic planning of an organization. Performance can be known and measured if an individual or a group of employees already has criteria or benchmark success standards applied by the organization. Therefore, if there are no goals and targets set in measurement, it is impossible to know the performance of a person or organization's performance if there are no benchmarks for success, Moeheriono (2012: 95).

**Table 1. Targets and Realization of Pekanbaru City Health Office Work Activities from 2015 to 2019**

Year	Activity Target	Realization	Percentage
2015	47	40	85.1
2016	45	38	84.4
2017	63	55	87.3
2018	56	48	85.7
2019	76	62	81.6

Source: Pekanbaru City Health Office, 2019

From table 1 it can be seen that the realization of activities at the Pekanbaru City Health Office almost every year did not reach the target number of activities that had been set in 2015. The target of 47 activities was realized, only 40 activities or 85.1%. In 2016 the target of 45 activities was realized, only 38 activities or 84.4%. In 2017 the activity target was 63 activities, of which only 55 activities or 87.3% were realized. In 2018 the activity target was 56 activities, of which only 48 activities or 85.7% were realized. And in 2019 the target of 76 activities was realized, only 62 activities or 81.6%.

The results of employee performance targets at the Pekanbaru City Health Office, both from 2018 to 2020, the results achieved have not been maximized, they are still in the good category, while what is expected is the very good category. Based on the data obtained, it shows that in the categories of commitment, discipline and leadership, the values obtained are still low when compared to other categories, regarding commitment, employees are less responsible for the work being done so that the completion of work is not timely and the cause of discipline is the lack of awareness of employees coming and going home from work is not in accordance with applicable regulations and there have never been penalties for employees who commit violations. Meanwhile, regarding leadership, one of the causes is that leaders are rarely in place and more often carry out external services, lack of supervision of subordinates, almost never motivate employees so employees work as they please.

Discipline shows a condition or attitude of respect that exists in employees towards applicable regulations. Discipline includes obedience and respect for agreements made between employees with established regulations. Discipline is also closely related to the sanctions that need to be imposed on those who violate it. In all aspects of life, wherever we are, rules and regulations are needed that regulate and limit every movement and behavior. These regulations are meaningless if there are no commitments and sanctions for violators.

**Table 2. Absenteeism Data for Pekanbaru City Health Office Employees**

Year	Employee	Information		
		Absent	Leave	Sick
2015	96	34	16	28
2016	104	37	25	33
2017	102	26	28	29
2018	92	48	14	26
2019	99	52	29	34

Source: Pekanbaru City Health Office, 2020

Based on table 2, it shows that from 2015 to 2019 the high level of absenteeism was due to a lack of discipline and supervision from the leadership towards employees, so that employees carried out activities at the Pekanbaru City Health Office as they pleased.

Good discipline reflects the amount of responsibility employees have for the tasks given. Discipline originates more from within the employee itself which is shown in the form of complying with existing regulations within the company, completing assignments on time.

Nuraini (2013: 106) discipline implies an orderly, regular and controlled way and lifestyle as the ability of awareness of beliefs, identities, and goals for certain values that have been entrenched in a person. Discipline is obedience to a company and all the provisions based on conviction and awareness, both written and unwritten. Discipline is the level of compliance and adherence to applicable rules and is willing to accept sanctions or punishments if it violates the rules set forth in the discipline, Fahmi (2016:65).

In order to achieve the performance expected by the Health Service, they must have a competitive advantage that can only be obtained from productive, innovative, creative, always enthusiastic and loyal human resources, especially in the health sector. Organizational human resources or employees who meet such criteria will only be owned through increasing employee commitment to the organization. The organizational commitment

of an employee with other employees has different levels. Fostering and developing human resources and maintaining employee commitment is an organizational obligation.

High commitment affects the discipline and performance of employees of an organization because organizational commitment is a psychological condition of employees towards the organization which is characterized by a belief in values and goals, a sincere will and a desire to remain in the organization. In other words, commitment forms an attitude of employee loyalty to the organization. An attitude of loyalty will tend to form an attitude of employee compliance with existing regulations and is also able to motivate employees' desire to participate in developing the organization and realizing organizational goals by showing all their capabilities in carrying out their work as well (Renaldo, Sudarno, & Hutahuruk, 2020a) as possible.

Robbins and Judge (2015: 112) state that organizational commitment is a condition in which an employee takes sides with organizational goals and has a desire to maintain membership in the organization.

Based on previous research, it indicates that there is a research gap, such as research conducted by Nyoto, Sudarno and Andi (2019) with the title research on the influence of organizational culture, work motivation and organizational commitment on job satisfaction and employee performance at PT. Arta Boga Cemerlang Pekanbaru. The results showed that organizational culture, work motivation and organizational commitment had no significant effect on employee job satisfaction. While work motivation and job satisfaction (Irawati, Sudarno, & Komardi, 2019) have a significant effect on employee performance. While the cultural variables and organizational commitment have no influence on the performance of employees at PT. Arta Boga Cemerlang Pekanbaru.

Mullins (2012:189) leadership is an activity to influence others. Leadership is a process for influencing group activities. Leadership is the ability to reach agreement on a common goal. Leadership is an attempt to direct others to achieve certain goals. Leadership is a relationship of mutual influence between leaders and followers. Although it is quite difficult to generalize, in principle leadership is concerned with someone influencing the behavior of others for a purpose. But that doesn't mean that everyone who influences others for a purpose is called a leader. Leadership is any act carried out by individuals or groups to coordinate and give direction to individuals or groups who are members of a certain organization to achieve predetermined goals, Danim (2014: 56). One of the success factors of a leader depends on the leadership technique used in creating situations so that the awareness of the person he leads arises to carry out what is desired. In other words, the effectiveness of a leader depends on how capable he is in managing and implementing his leadership pattern according to the situation and conditions of the organization.

Some of the phenomena identified and seen from the performance of employees at the Pekanbaru City Health Office are as follows: (1) Leaders who are rarely in place and are often called for outgoing work, (2) Coordination in work, the occurrence of employee work coordination which is disrupted due to poor working relations or experiencing incompatibilities among fellow employees, so that work coordination from superiors cannot be carried out properly, (3) Understanding the role at work, employees still lack understanding in carrying out their main tasks and functions. Things that are still an obstacle in the implementation and achievement of the performance of state civil servants at the Pekanbaru City Health Service are the giving or carrying out of work that is not in accordance with the established work agreement, (4) Discipline towards working time, you can see that there are still employees who come everyday not on time, go to breakfast during working hours, permission to leave the office during working hours and delays in completing assignments, the behavior of employees who are unemployed compared to those who finish work, and (5) Excellent Service to the community, the provision of servants still does not fulfill operational standards in work so that there are still many people who are not satisfied.

Based on the formulation of the problem above, some of the objectives of this research are to find out and analyze the influence of leadership on organizational commitment at the Pekanbaru City Health Office, Riau, to find out and analyze the effect of organizational commitment on work discipline at the Pekanbaru City Health Office, Riau, to find out and analyze the influence of discipline work on employee performance at the Pekanbaru City Health Office in Riau, to find out and analyze the influence of leadership on work discipline at the Pekanbaru City Health Service in Riau, to find out and analyze the influence of leadership on employee performance at the Pekanbaru City Health Service in Riau, to find out and analyze the effect of commitment to employee performance at the Pekanbaru City Health Office, Riau.

## 2.0 LITERATURE REVIEW

### Organizational Commitment

Organizational commitment is a reflection of employee loyalty and an ongoing process in which members of the organization express their concern for the organization and the belief in accepting the values and goals of the organization, David (2015:65).

Robbin and Judge (2015: 115) state that organizational commitment is a situation in which an employee takes sides with organizational goals and has a desire to maintain membership in the organization.

According to Sopiah (2014: 118) the formation of an organization's commitment is influenced by several factors, namely personal factors, organizational factors, non-organizational factors.

According to Bangun (2014: 312) states that there are three dimensions of organizational commitment, namely Affective Commitment (Understanding and believing in organizational goals, Accepting applicable norms,

Understanding regulations, Working regularly, Doing assigned tasks, Placing organizational priorities above personal interests), Continuity Commitment (Protecting organizational assets, Feeling at a loss leaving because of the investment that has been given, Getting more profit), Normative Commitment (Loyalty and obedience, Carrying out the duties and obligations given by the organization, Feeling obligated to comply with the organization, Length of working period).

### **Work Discipline**

According to Afandi (2018: 11) work discipline is a tool used by managers to change behavior as well as an effort to increase one's awareness and willingness to comply with all company regulations and applicable social norms.

According to Afandi (2018: 20) there are factors that influence the level of discipline of employees or employees of an organization, including leadership factors, compensation factors, award factors, ability factors, fairness factors, monitoring factors, environmental factors, sanctions factors, loyalty factors, organizational culture factors

According to Afandi (2018: 15) to condition company employees to always be disciplined, there are several disciplinary principles namely Discipline is carried out personally, Discipline must be constructive, Discipline must be carried out by the immediate supervisor immediately, Fairness in disciplinary action is needed, Leaders should not should provide discipline when subordinates are absent.

According to Afandi (2018: 21) the dimensions and indicators of discipline can be implemented by all members or employees who work in an organization, namely the dimension of time obedience (entering work on time, using time effectively, never being absent or not working), dimension of responsibility work (Meet all organizational or company regulations, Target workers, Make daily reports)

### **Employee Performance**

Performance is a result achieved by a person in carrying out the tasks assigned to him in terms of quality and quantity as well as effectiveness (Indrastuti, 2019).

According to Narmodo in Umar (2016: 4-7) the factors that influence employee performance are job satisfaction (Hafni, Renaldo, Chandra, & Thaeif, 2020), organizational commitment, motivation, leader member exchange / leadership, education, work discipline, skills, work ethics, nutrition and health, salary level, work environment and work climate, technology, production facilities, social (Suyono, Suhardjo, Renaldo, Sudarno, & Sari, 2021) security, management, opportunities for promotion.

Employee performance (Hosan, Komardi, & Panjaitan, 2019) appraisal aims to ensure the objectivity of civil servant development based on achievement systems and career systems. Employee performance appraisal is carried out based on performance planning at the individual level and unit or organizational level, taking into account the targets, achievements, results and benefits achieved and the behavior of civil servants. In the Government Regulation of the Republic of Indonesia Number 30 of 2019 it is stated that the Civil Servant Work Performance Assessment consists of elements of Employee Work Goals (Quantity, Quality, Time and Cost) and Work Behavior (Service Orientation, Integrity, Commitment, Work Initiative, Cooperation and Leadership).

### **Leadership**

According to Turney in Yamin and Maisah (2012: 74) defines leadership as a group process carried out by someone in managing and inspiring a number of jobs to achieve organizational goals through the application of management techniques.

Leadership is an activity to influence the behavior of others, or the art of influencing human behavior both individually and in groups, Thoha (2015:9). Factors that influence leadership are Personal Ability Factors, Position Factors, Situations and Conditions.

According to (Wahjosumidjo, 1991) broadly speaking, leadership indicators are being fair, giving suggestions, supporting the achievement of goals, acting as a catalyst, creating a sense of security, as a representative of the organization, a source of inspiration, and being respectful.

### **Hypothesis**

Based on this framework, the following hypotheses can be made in this study:

- H1: There is a positive influence of leadership on organizational commitment at the Pekanbaru Riau City Health Office
- H2: There is a positive influence of organizational commitment on work discipline at the Pekanbaru Riau City Health Office.
- H3: There is a positive influence of leadership on work discipline at the Pekanbaru Riau City Health Office
- H4: There is a positive influence of leadership on employee performance at the Pekanbaru Riau City Health Office
- H5: There is a positive influence of organizational commitment on work discipline at the Pekanbaru Riau City Health Office.
- H6: There is a positive influence of organizational commitment on employee performance at the Pekanbaru Riau City Health Office

### 3.0 METHODOLOGY

#### Research Population

Population (universal) is a generalized area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied, and then a conclusion is drawn, (Sugiono in Ruslan 2010: 133). The total population studied was 99 respondents, these were employees at the Pekanbaru City Health Office in Riau.

#### Research Sample

According to Sugiyono (2015: 62), the sample is part of the number of characteristics possessed by the population. If the population is large, and it is not possible for the researcher to study everything in the population, for example due to limited funds, manpower and time, then the researcher can use samples taken from that population. With the conclusion that the sample studied was 99 respondents, these were employees at the Pekanbaru City Health Office in Riau.

#### Operational Definition of Research Variables

The operational definition is an indication of how a variable is measured, or which is based on the properties of things that are defined that can be observed (observed), so that you can know the good and bad of the measurement and open up the possibility for other people to do the same thing, so that what is done by researchers is open to being retested by others. The operational definitions in this study are:

**Table 3. Operational Definition of Research Variables**

No	Variable	Definition	Indicator	Reference	Scale
1	Organizational Commitment	An employee behavior related to strong belief and acceptance of organizational goals and values, a willingness to seek to achieve organizational interests, and a desire to maintain position as a member of the organization.	1. Affective commitment 2. Commitment Sustainable 3. Normative Commitment (Bangun, 2014)	Kreitner (2011), David (2015), Robbin dan Judge (2015)	Interval
2	Work Discipline	The attitude of someone who can increase awareness in complying with all regulations that apply in a company and sanctions for violating these penalties.	1. Timing 2. Work responsibilities (Afandi, 2018)	Hasibuan (2012), Sinungan (2014), Afandi (2018)	Interval
3	Employee Performance	Work results in quality and quantity achieved by an employee or group in carrying out their duties in accordance with the authority and responsibility given to them where the work results are influenced by several factors aimed at achieving organizational goals within a certain predetermined period.	<b>Employee Work Targets (Standar Kinerja Pegawai / SKP)</b> 1. Quantity 2. Quality 3. Time 4. Fees  <b>Work Behavior</b> 1. Service Orientation 2. Integrity 3. Commitment 4. Work Initiative 5. Cooperation 6. Leadership 7. PP Number 30 of 2019	Indrastuti (2019), Afandi (2018), Busro (2018), Mangkunegara (2017), PP Nomor 30 Tahun 2019	Interval
4	Leadership	The ability to influence and move others to achieve goals. Leadership in the organization is directed to influence the people they lead, so they want to do as expected or directed by the people who lead them.	1. Be fair 2. Giving suggestions 3. Support the achievement of goals 4. As a catalyst 5. Create a sense of security	Wahjosumidjo (2014), Thoha (2015), Maisah (2012)	Interval

No	Variable	Definition	Indicator	Reference	Scale
			6. As a representative of the organization		
			7. Source of inspiration		
			8. Be respectful	(Wahjosumidj, 2014)	

### Data Types and Sources

The types and sources of data used in this study are Primary Data such as the results of filling out questionnaires and Secondary Data, for example in the form of tables or diagrams.

### Data Analysis Techniques Descriptive Analysis

The descriptive analysis in this study contains a discussion of the characteristics of the respondents associated with the responses of the respondents, namely (1) Analysis of the characteristics of the respondents (Analysis of the characteristics of the respondents consists of the age of the respondent, the gender of the respondent, the position of the respondent, the certification of the respondent. The analysis will be carried out in the form of an analysis using the mode), (2) Analysis of the description of the research variables (Analysis of respondents' responses contains a discussion of respondents' responses associated with the characteristics of respondents).

### Hypothesis Analysis

#### Testing Assumptions in Structural Equation Modeling

Before arriving at the results of the analysis, bias is divided into two parts, namely assumptions related to the model and assumptions related to parameter presumptions and hypothesis testing. Assumptions related to parameter estimation and hypothesis testing in SEM (Ghazali 2017).

#### Testing the Goodness of Fit

Testing the SEM model is testing the overall model which involves an integrated structural model and measurement model which constitutes the entire model. A model that can be said to be good (fit) is if the model is conceptually and theoretically supported by empirical data. The goodness of fit test for the overall model uses the following size:

Table 4. Goodness of Fit Indices Test

Goodness of Fit Index	Cut Off Value
Chi – Square Probability	Small ≥ 0,05
GFI	≥ 0,90
AGFI	≥ 0,90
TLI	≥ 0,90
CFI	≥ 0,90
NFI	≥ 0,90
IFI	≥ 0,90
RMSEA	0,05 – 0,08

### Measurement Model Fit

The approach to assessing the Measurement model is to measure the composite reliability and variance extracted for each construct. Reliability is a measure of the internal (Renaldo, Sudarno, & Hutahuruk, 2020b) consistency of a construct indicator. High reliability results provide confidence that the individual indicators are all consistent with their measurements. The generally accepted level of reliability is > 0.70, while reliability < 0.70 is accepted for exploratory research (Ghozali 2017).

From the path diagram in Figure 3.1 it can be translated in the form of a function or equation as follows:

$$\begin{aligned}
 Y_1 &= \beta_1 X + e_1 \\
 Y_2 &= \beta_2 X + \beta_4 Y_1 + e_2 \\
 Y_3 &= \beta_3 X + \beta_5 Y_1 + \beta_6 Y_2 + e_3
 \end{aligned}$$

where:

$Y_1$  = Organizational Commitment

$Y_2$  = Work Discipline

$Y_3$  = Performance

$X$  = Leadership

$\beta_1 \dots \beta_6$  = Standardized Coefficient

$e_1...e_3$  = error term

## 4.0 RESULTS AND DISCUSSION

### Respondent Characteristic Descriptive Analysis

In this study, the characteristics of the respondents were divided into 5 (five) categories, namely according to gender, age, education, years of service and spatial class. Characteristics of respondents in research is important to provide an overview of the identity of respondents. The collection of data on the characteristics of the respondents was carried out by distributing questionnaires to Pekanbaru City Health Office employees.

It can be explained that the majority of respondents in this study were female, namely 79.80% or 79 people, while male respondents were only 20.20% or 20 people. Thus Pekanbaru City Health Office employees are dominated by women. This is based on the majority of health workers having education in the health sector, such as nurses, midwives, etc.

Most of the last education respondents in this study were S1 as many as 53 people or 53.54%. While respondents with the last education D3 were 21 people or 21.21%, S2 were 17 people or 17.17% and SMA were 8 people or 8.08%. This condition shows that undergraduate education is dominant because indeed in recruiting ASN in recent years it has prioritized recruiting employees with a minimum undergraduate educational background (S1) from various disciplines that are needed by the Pekanbaru City Government in the hope that a high level of education will be able to contribute better on employee performance.

Most of the respondents in this study were aged between 40 to 50 years, namely 48 people or 48.48%, aged 30 to 40 years were 37 people or 37.37%, aged 50 years and over were 11 people or 11.11% while the 20 to 30 years as many as 3 people or 3.03%. The data shows that the average age of respondents tends to be old, so it is hoped that younger employees can learn from the experiences of older employees.

It is known that employees with a working period of 15 years and over have the largest percentage, namely 31.31% or 31 people, then respondents with a working period of 10 to 15 years also have a fairly high percentage, namely 28.28%, the length of service of an employee can affect ability to analyze and get the job done. However, in the span of 5-10 years of service, many employees occupy staff positions which in this case help get the job done.

More than 50% of employees are in class/room III, namely as many as 76 people or 76.77% this is due to the large number of undergraduate positions (fresh graduates) required by the government to fill various positions and besides that many ASNs have increased their education level from high school and D3 to Bachelor (S1) so that there is an adjustment (Chandra, Renaldo, & Putra, 2018) to the title and class/room at rank.

### Research Variable Descriptive

Analysis of respondents' responses in this study was used to obtain an overview of respondents' responses to the variables in this study. The results of the responses of respondents in this study can be explained as follows:

1. It was concluded that the average score was 4.33, meaning that all of the respondents' answers stated very well, namely about organizational commitment. Respondents' answers to organizational commitment as a whole were very good. It can be concluded that the organizational commitment to the Pekanbaru City Health Office has been very good with the perceptions of each of these respondents.
2. It was concluded that the average score was 4.09, meaning that all of the respondents' answers stated well, namely regarding work discipline. Respondents' answers to work discipline as a whole were good. It can be concluded that work discipline at the Pekanbaru City Health Office is already good with the perceptions of each of these respondents.
3. It was concluded that the average score was 4.36, meaning that all of the respondents' answers stated very well, namely regarding employee performance. Respondents' answers to employee performance as a whole have been very good. It can be concluded that the performance of employees at the Pekanbaru City Health Office has been very good with the perceptions of each of these respondents.
4. It was concluded that the average score was 4.30, meaning that all of the respondents' answers stated very well, namely about leadership. Respondents' answers to leadership as a whole have been very good. It can be concluded that the leadership at the Pekanbaru City Health Office has been very good with the perceptions of each of these respondents.

### Hypothesis Analysis of Validity Test Results

Validity is a measure that shows the level of reliability or validity of a measuring instrument. To test the validity of the measuring instrument, first look for the correlation between the parts and the measuring instrument with a total score which is the sum of each item score. The minimum requirement to fulfill the requirements is whether

each statement is valid or not by using  $r_{table} = 0.3$ . So if the correlation between items with a total score of less than 0.3, then the items in the statement are declared invalid.

Testing the validity of the data regarding work commitment in this study aims to test the indicators or statements used to measure organizational commitment whether they have a valid value or not.

#### Validity Test Concerning Organizational Commitment Variables

From the results of the validity test regarding the organizational commitment variable, it can be explained that all statement items have a Corrected Item-Total Correlation value of  $> 0.3$ . This means that the statement items used to measure each variable are declared valid, so that what is the test requirement in this study has been fulfilled for further testing.

#### Validity Test Regarding Work Discipline Variables

From the results of the validity test regarding work discipline variables, it can be explained that all statement items have a Corrected Item-Total Correlation value of  $> 0.3$ . This means that the statement items used to measure each variable are declared valid, so that what is the test requirement in this study has been fulfilled for further testing.

#### Validity Test Regarding Employee Performance Variables

From the results of the validity test regarding employee performance variables, it can be explained that all statement items have a Corrected Item-Total Correlation value of  $> 0.3$ . This means that the statement items used to measure each variable are declared valid, so that what is the test requirement in this study has been fulfilled for further testing.

#### Validity Test Regarding Leadership Variables

From the results of the validity test regarding the leadership variable, it can be explained that all statement items have a Corrected Item-Total Correlation value of  $> 0.3$ . This means that the statement items used to measure each variable are declared valid, so that what is the test requirement in this study has been fulfilled for further testing.

#### Reliability Test Results

Reliability testing was carried out with internal consistency using the cronbach's alpha technique. Based on the results of the attachment SPSS cronbach's alpha for a significant level of 0.7.

Table 5. Instrument Reliability

Variable	Criteria	Cronbach's Alpha	Conclusion
Leadership (X)	0.7	0.933	Reliable
Organizational Commitment (Y1)	0.7	0.898	Reliable
Work Discipline (Y2)	0.7	0.801	Reliable
Employee Performance (Y3)	0.7	0.907	Reliable

Source: Processed data, 2020

The results of the reliability test show that the reliability of the variables Leadership (X), Organizational Commitment (Y1), Work Discipline (Y2) and Employee Performance (Y3) are categorized as high because the value of Cronbach's alpha is above 0.7. This means that the level of reliability or level of trust of the variables used to measure Leadership (X1), Organizational Commitment (Y1), Work Discipline (Y2) and Employee Performance (Y3) are reliable and can be used in further analysis. Thus it can be concluded that the reliability test of the questionnaire in this study did not find any obstacles, so that what was required in this study had been fulfilled for testing to the next stage.

#### Results of Data Analysis

This study uses Structural Equation Modeling (SEM) analysis. The software used for this research is IBM SPSS AMPS 21. The theoretical model that has been described in the path diagram will be analyzed based on the data obtained.

#### Assessing Structural Model Identification

SEM analysis can only be carried out if the model identification results show that the model is included in the over-identified category. This identification is done by looking at the df value of the model created. Table 4.11 is the result of the AMOS output which shows a model df value of 561. This indicates that the model is included in the over identified category because it has a positive df value. Therefore, data analysis can proceed to the next stage:

**Table 6. Computation of degrees of freedom**

Number of distinct sample moments:	666
Number of distinct parameters to be estimated:	105
Degrees of freedom (666 - 105):	561

Source: AMOS Processed Results, 2020

Before carrying out the model feasibility test, pay attention to the estimated standardized regression weight (loading factor) value, if there is a value > 1 it will produce a negative variance value. The existence of a negative value variance indicates an estimation error (offending estimate).

### Structural Model Goodness of fit test

The model suitability indices used are the same as in the confirmatory factor analysis. SEM model testing is intended to see the suitability of the model. The results of the processing carried out are presented in the table below:

**Table 7. Goodness of Fit Indices Test**

Goodness of Fit Index	Cut Off Value	Result	Model Evaluation
Chi – Square	Small	683.888	Marginal
Probability	≥ 0,05	0.000	
GFI	≥ 0,90	0.746	Marginal
AGFI	≥ 0,90	0.698	Marginal
TLI	≥ 0,90	0.936	Fit
CFI	≥ 0,90	0.943	Fit
NFI	≥ 0,90	0.753	Marginal
IFI	≥ 0,90	0.944	Fit
RMSEA	0,05 – 0,08	0.047	Marginal

Source: AMOS Processed Results, 2020

Chi-Square is very sensitive to sample size. The value of X in this study is 683.888 with a probability of 0.000. The results of this Chi-Square indicate that the non-hypothesis which states that the model is the same as the empirical data is accepted, which means that the model is fit. The overall goodness of fit measurement above indicates that several models are good, so that the model proposed in this study can be accepted.

### Measurement Model Fit test

The measurement model test is to test the relationship between indicators and latent variables. Combining the structural and measurement model tests allows researchers to test measurement error as an integral part of SEM and perform factor analysis together with hypothesis testing. In the measurement model test, the chi square results were 683.888 degrees of freedom of 561 and a probability of 0.000. Testing the model hypothesis shows that this model fits the data or fits the data used in this study. Even though the Chi Square value is quite large, namely 683.888, the Chi Square value is affected by the degree of freedom value. In this study the value of the degree of freedom is 561 if the value of the degree of freedom is smaller, the chi square value will decrease.

### Structural Equation

The two structural equations produced in this study can be seen from the output of Amos 21 at Standardized Regression Weights in the following table.

**Table 8. Structural Equation**

Hypothesis	Exogenous		Endogenous	Estimate
H1	Leadership	→	Commitment	0.202
H2	Leadership	→	Discipline	0.380
H3	Leadership	→	Performance	0.117
H4	Commitment	→	Discipline	-0.039
H5	Commitment	→	Performance	-0.047
H6	Discipline	→	Performance	-0.001

Source: AMOS Processed Results, 2020

Based on the results of the Standardized Regression Weights test to see the relationship between exogenous variables and endogenous variables. With the processed data results obtained Standardized Regression Weights in the model, then a relationship or model equation can be made in this study as follows: Structure of Equation I:  $Y_1 = \beta_1 X$

Organizational commitment = 0.202\*leadership

Structure of Equation II:  $Y_2 = \beta_2 X + \beta_4 Y_1$

Work Discipline = -0.039\*commitment + 0.380\* Leadership

Structure of Equation III:  $Y_3 = \beta_3 X + \beta_5 Y_1 + \beta_6 X$

Employee performance = -0.001\* work discipline + 0.117\* leadership + 0.047\* organizational commitment

Based on the structural equation of the model, it can be explained as follows: (1) the leadership variable has a positive relationship to organizational commitment of 0.202. This value means that if leadership increases by 1 unit assuming other factors are constant, organizational commitment can increase by 0.202. The better the leadership, the more organizational commitment to the Pekanbaru City Health Office. (2) The leadership variable has a positive relationship to work discipline of 0.380. This value means that if leadership increases by 1 unit assuming other factors are constant, work discipline can increase by 0.380. The better the leadership, the more work discipline at the Pekanbaru City Health Office, (3) the leadership variable has a positive relationship to employee performance of 0.117. This value means that if leadership increases by 1 unit assuming other factors are constant, it can increase employee performance by 0.117. The better the leadership, the better the performance of employees at the Pekanbaru City Health Office, (4) the organizational commitment variable has a negative relationship to work discipline of -0.039. This value means that if organizational commitment increases by 1 unit assuming other factors are constant, then organizational commitment can increase by 0.039. The better organizational commitment, it will not affect work discipline at the Pekanbaru City Health Office, (5) Organizational commitment variable has a negative relationship to employee performance of -0.047. This value means that if organizational commitment increases by 1 unit assuming other factors are constant, it can increase employee performance by 0.047. The better organizational commitment, it will not affect employee performance at the Pekanbaru City Health Office, (6) The work discipline variable has a negative relationship to employee performance of -0.001. This value means that if work discipline increases by 1 unit assuming other factors are constant, it can increase employee performance by 0.001. The better the work discipline, the less it will affect the performance of employees at the Pekanbaru City Health Office.

#### Relationship Test or Hypothesis Testing Hypothesis Testing

The research hypothesis testing was carried out based on the Critical Ratio (CR) value of a causality relationship from the results of SEM processing. The magnitude of the relationship between the constructs can be seen from the p-value on the regression weights in table 9 which is less than 0.10 indicating that there is a significant relationship between the constructs. Meanwhile, how big the relationship between constructs is shown in the standardized regression weight.

Table 9. Regression Weights

Hypothesis	Exogenous	Endogenous	Estimate	Critical Ratio	P value	Kesimpulan
H1	Leadership	→ Commitment	0.202	1.798	0.072	Significant Positive
H2	Leadership	→ Discipline	0.380	3.239	0.001	Significant Positive
H3	Leadership	→ Performance	0.117	0.937	0.349	Insignificant
H4	Commitment	→ Discipline	-0.039	-0.366	0.714	Insignificant
H5	Commitment	→ Performance	-0.047	-0.419	0.675	Insignificant
H6	Discipline	→ Performance	-0.001	-0.007	0.994	Insignificant

Source: AMOS Processed Results, 2020

Based on the data presented, it is possible to test the five research hypotheses as follows: (1) Testing the Effect of Leadership on Organizational Commitment. Based on the results of testing the leadership variable on organizational commitment, it shows a significance value of 0.072, which is less than the alpha value. Because the significance level is smaller than alpha, leadership has no significant effect on organizational commitment. This means that the proposed hypothesis is accepted, (2) Testing the Influence of Leadership on Work Discipline. Based on the results of testing the leadership variable on work discipline, it shows a significance value of 0.001, which is

less than the alpha value. Because the significance level is smaller than alpha, leadership has a significant influence on work discipline. This means that the proposed hypothesis is accepted, (3) Testing the Effect of Leadership on Employee Performance. Based on the results of testing the leadership variable on employee performance, it shows a significance value of 0.349 greater than the alpha value. Because the significance level is greater than alpha, leadership has no significant effect on employee performance. This means that the proposed hypothesis is rejected, (4) Testing the Effect of Organizational Commitment on Work Discipline. Based on the results of testing the variable organizational commitment to work discipline, it shows a significance value of 0.714, which is greater than the alpha value. Because the significance level is greater than alpha, organizational commitment has no significant effect on work discipline. This means that the proposed hypothesis is rejected, (5) Testing the Effect of Organizational Commitment on Employee Performance. Based on the results of testing the organizational commitment variable on employee performance, it shows a significance value of 0.675 greater than the alpha value. Because the significance level is greater than alpha, organizational commitment has no significant effect on employee performance. This means that the proposed hypothesis is rejected, (6) Testing the Effect of Work Discipline on Employee Performance. Based on the results of testing the work discipline variable on employee performance, it shows a significance value of 0.994, which is greater than the alpha value. Because the significance level is greater than alpha, work discipline has no significant effect on employee performance. This means that the proposed hypothesis is rejected.

## **Research Discussion**

### **The Influence of Leadership on Organizational Commitment**

Leadership influences organizational commitment, this shows that the better the leadership, the better the organizational commitment of employees at the Pekanbaru City Health Office. High commitment makes employees more loyal and willing to work hard to achieve the vision and mission that has been set through good leadership. The high value of leadership affects the level of organizational commitment to the Pekanbaru City Health Office. This research shows that a high level of leadership can also create high organizational commitment. This is in line with research conducted by Eko Purnomo (2018), that leadership has a direct positive effect on organizational commitment. And it is not in line with research conducted by Rizza Eri Heripratomo (2017), that leadership has no effect on organizational commitment.

### **The Influence of Leadership on Work Discipline**

Leadership affects work discipline, this shows that the higher the value of leadership, it will affect the level of work discipline at the Pekanbaru City Health Office. Work discipline at the Pekanbaru City Health Office plays an important role in the implementation of employee work. A person who has a high level of discipline will continue to work well even though he is not supervised by a leader and will not steal work time to do other things that have nothing to do with work and will obey the rules in the work environment without any coercion, so that in the end will affect the achievement of optimal performance. From this study shows that a high level of leadership creates a high work discipline as well. This is in line with research conducted by Kadek Yudi Prawira Jaya, I Gst. Ayu Dewi Adnyani (2015), that transformational leadership style, transactional leadership style and autocratic leadership style have a positive and significant effect on discipline. And this is not in line with research conducted by Jenifry Sofya (2014), that simultaneously leadership style has a negative and insignificant effect on employee work discipline.

### **The Influence of Leadership on Employee Performance**

Leadership does not affect employee performance, this shows that the higher the value of leadership does not affect the level of employee performance at the Pekanbaru City Health Office. If the leader succeeds in influencing subordinates with his vision, motivating and being an inspiration, then it is certain that employees will work well, earnestly and be loyal to the organization so that their performance will increase. This study shows that a high level of leadership cannot create high employee performance either. This is in line with research conducted by Saputri, Rahayu and Nur Rahmah Andayani (2018) partially, leadership variables have a negative and insignificant effect on employee performance, Rahayu Saputri and are not in line with research conducted by Lovina, Hendriani Susi and Marnis (2017), Hardiyana Aan and Helwiyana Farina (2011), that leadership has a positive and significant effect on employee performance

### **The Effect of Organizational Commitment on Work Discipline**

Organizational commitment has no effect on work discipline, this shows that the higher the value of organizational commitment does not affect the level of work discipline at the Pekanbaru City Health Office. If the employee has a poor commitment to the organization, then the employee is not comfortable in carrying out his duties. High

work involvement means a person's side with his particular job, high commitment means partisanship of the organization that employs him. Therefore, the Health Office needs to maintain and improve the dimensions of organizational commitment. In increasing high organizational commitment in employees, it is expected that leaders and colleagues also support each other so that high organizational commitment is created which will lead to high work discipline as well. This study shows that a high level of organizational commitment cannot create high work discipline either. This is not in line with research conducted by Risyad IS, Djazuly C (2014) that leadership has a positive and significant effect on employee performance that commitment, motivation and organizational structure affect work discipline.

### **The Effect of Organizational Commitment on Employee Performance**

Organizational commitment does not affect employee performance, this shows that the higher the value of organizational commitment does not affect the level of employee performance at the Pekanbaru City Health Office. Organizational commitment is an attitude of one's self-determination to fully assist in achieving organizational goals. The higher employee involvement in work will encourage employees to make a better contribution. This study shows that a high level of organizational commitment cannot create high employee performance either. This is in line with research conducted by Mekta (2017) showing that organizational commitment has a negative effect on employee performance, and is not in line with research conducted on leadership, commitment and motivation has an effect on performance Vero Arief Saputra (2011), that leadership, commitment and motivation affects performance.

### **Effect of Work Discipline on Employee Performance**

Work discipline has no effect on employee performance, this shows that the lack of awareness and willingness of employees to comply with all organizational regulations is a problem in work discipline. Good work discipline should reflect that the human resource management function has been carried out according to plan. This study shows that a high level of work discipline cannot create high employee performance either. Employees should remain thorough and careful as well as strict discipline in their work in order to get maximum results. This is not in line with research conducted by Rahmat, Muhammad Arif (2020), that there is a negative and insignificant effect of work discipline on employee performance, and is not in line with research conducted by Bambang Sularso (2017), that work discipline has a positive effect and significant to employee performance.

## **5.0 CONCLUSION**

Based on the results of the discussion test in significant research, the following conclusions can be drawn: (1) the better the leadership, the better the organizational commitment of employees at the Pekanbaru City Health Office. High commitment makes employees more loyal and willing to work hard to achieve the vision and mission that has been set through good leadership. With a high leadership value affecting the level of organizational commitment at the Pekanbaru City Health Office, (2) the higher the leadership value, it will affect the level of work discipline at the Pekanbaru City Health Service. Work discipline at the Pekanbaru City Health Office plays an important role in the implementation of employee work. A person who has a high level of discipline will continue to work well even though he is not supervised by a leader and will not steal work time to do other things that have nothing to do with work and will obey the rules in the work environment without any coercion, so that in the end will affect the achievement of optimal performance, (3) the higher the value of leadership does not affect the level of employee performance at the Pekanbaru City Health Office. If the leader succeeds in influencing subordinates with his vision, motivating and being an inspiration, then it is certain that employees will work well, earnestly and loyally to the organization so that their performance will increase, (4) the higher the value of organizational commitment does not affect the level of work discipline at the Health Service Pekanbaru City. If the employee has a poor commitment to the organization, then the employee is not comfortable in carrying out his duties. High work involvement means a person's side with his particular job, high commitment means partisanship of the organization that employs him. Therefore, the Health Office needs to maintain and improve the dimensions of organizational commitment. In increasing high organizational commitment in employees, it is expected that leaders and colleagues also support each other in order to create high organizational commitment which will also lead to high work discipline, (5) the higher the value of organizational commitment does not affect the level of employee performance at the Pekanbaru City Health Office. Organizational commitment is an attitude of one's self-determination to fully assist in achieving organizational goals. The higher employee involvement in work will encourage employees to make better contributions, (6) the lack of awareness and willingness of employees to comply with all organizational regulations is a problem in work discipline. Good work discipline should reflect that the human resource management function has been carried out according to plan. This study shows that a high level of work discipline cannot create high employee performance either. Employees should remain thorough and careful as well as strict discipline in their work in order to get maximum results.

Based on the results of the research and discussion, it can be suggested that the Pekanbaru City Health Office continues to improve work discipline by always providing input to employees so that employees are able to carry out the tasks and responsibilities given by superiors in accordance with predetermined targets, and further increase organizational commitment by foster a sense of responsibility by being willing to give everything in order to achieve organizational goals that have been set and always be happy at work. Specifically for work discipline problems, superiors need to increase sanctions for employees who arrive late.

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