



# Leadership Style, Motivation, and Communication on Organizational Commitment and Employee Performance in the Rokan Hulu Regional General Hospital

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## Abstract

This study aimed to determine the effect of leadership style, motivation, and communication on organizational commitment and employee performance at the Rokan Hulu General Hospital. The data collection techniques were interviews, questionnaires, and employee data. The population in this study were employees of the Rokan Hulu General Hospital, the sample selection used the total sample method, with a total sample of 114 people. The data analysis technique used Structural Equation Modeling (SEM PLS) and Smart PLS. The results showed that leadership style had no significant effect on employee job satisfaction, leadership style had no significant effect on employee performance, motivation had no significant effect on organizational commitment, communication had no significant effect on employee performance, and leadership style had a significant effect on organizational commitment, significant effect on employee performance, communication has a significant effect on organizational commitment, and motivation has a significant impact on employee performance.

**Keywords:** Leadership Style, Motivation, Communication, Organizational Commitment, Employee Performance

## 1.0 INTRODUCTION

According to the Law of the Republic of Indonesia No. 44 of 2009, a hospital is a health service institution that provides complete individual health services that provide inpatient, outpatient, and emergency services. Every hospital must have assets to operate, both for financing and for investing. Assets are not only in the form of cash/cash, short-term investments, trade receivables, inventories and so on which are commonly referred to as current assets. Assets are also not only in the form of land, buildings, machinery, vehicles, and so on which are commonly referred to as fixed assets. However, assets can also be in the form of human resources (HR) whose role is no less important in the success of the activities of the hospital. Humans are complex, unique, different units of life, but it is not impossible to please or treat them well so that they can work well. Employees will be able to advance the hospital, if they are treated as whole human beings, are happy as part of the hospital, and are comfortable in the hospital. They will make the hospital a second home for them, which is ready for them to maintain and ready for them to excel during the hospital's growth and development process. There are several things that must be considered by the hospital towards employees, because employees are important for the hospital to carry out all existing activities, progress or failure of the hospital depends on the competence of employees. This means related to employee performance (Sukmawaty, Sudarno, & Putra, 2021) and organizational commitment (Ramadona, Putra, & Komardi, 2021). The importance of employee performance because the better the performance of employees in the organization, the better the employee's organizational commitment to the hospital. The success of employee performance can be measured through Employee Work Targets (SKP), customer satisfaction, reduced number of complaints, number of visits of people for treatment and achievement of optimal hospital revenue targets. To measure employee performance, an assessment standard is required according to Government Regulation no. 46 of 2013 which measures employee work behavior targets for a year. The general description of employee work goals for the last five years is as follows:

Table 1. Employee Work Targets 2016-2020

No	Work Behavior	2016	2017	2018	2019	2020	Mean
1	Service Orientation	88.31	88.91	89.81	89.15	89.18	89.07
2	Integrity	81.80	81.75	81.82	82.33	82.73	82.08

No	Work Behavior	2016	2017	2018	2019	2020	Mean
3	Commitment	81.56	81.45	80.65	81.87	82.33	81.57
4	Discipline	81.64	81.68	81.63	81.92	82.51	81.87
5	Cooperation	81.48	81.45	81.58	81.91	82.43	81.77
6	Leadership	82.34	82.11	83.17	82.81	81.42	82.37

Source: Rokan Hulu Regional General Hospital, 2021

From the data above, it can be seen that the work targets of employees over the last five years have fluctuated so that it becomes a phenomenon that employee performance does not increase significantly each year. Meanwhile, data on the realization of hospital revenue targets which is an overview of the background of this problem for the last five years are as follows:

**Table 2. Realization of Hospital Income Targets 2016-2020**

Year	Budget Targets	Budget Realization	Percentage (%) Realization
2016	36.000.000.000	41.865.232.310	1,16
2017	36.000.000.000	37.637.404.248	1,04
2018	36.000.000.000	31.267.123.739	0,86
2019	42.000.000.000	35.203.955.322	0,83
2020	42.000.000.000	35.124.479.087	0,83

Source: Rokan Hulu Regional General Hospital, 2021

From the data above, it can be seen that the highest hospital revenue was in 2016 and has decreased in the last four years. This is a phenomenon that employees in the hospital have poor performance and commitment to the hospital. Many factors can affect employee organizational commitment and employee performance, including leadership (Putra & Renaldo, 2020) style, motivation, and communication factors.

Based on the background mentioned above, the problem in this study is whether Leadership Style, Motivation, and Communication have an influence on Organizational Commitment (Irawati, Sudarno, & Komardi, 2019), do Leadership Style (Hosan, Komardi, & Panjaitan, 2019), Motivation, Communication, and Organizational Commitment have an influence on Employee Performance in the Rokan Regional General Hospital Environment upstream.

Based on the formulation of the problem, the objectives of this study can be made, namely to find out and analyze Leadership Style, Motivation, and Communication that have an influence on Organizational Commitment and to know and analyze Leadership Style, Motivation, Communication, Organizational Commitment have an influence on Employee Performance in Public Hospitals Rokan Hulu area.

This research is expected to be useful for several parties, namely the Rokan Hulu Regional General Hospital, the results of this study are expected to be one of the considerations that can be used as a reference for making policies related to organizational commitment and employee performance. Whereas for academics and researchers, they can contribute thoughts, references to similar studies for the development of empirical literature regarding factors that can influence organizational commitment and employee performance.

## 2.0 LITERATURE REVIEW

### Leadership Style

Nyoto (2019) argues that leadership style is a behavioral norm that is used by someone when trying to influence the behavior of others. Leadership (Mairia, Komardi, & Panjaitan, 2021) style is a way that is owned by a leader who shows an attitude that is a certain characteristic to influence his employees in achieving organizational goals (Mulyadi, 2015). In other words, leadership style is the behavior of a leader in accordance with the aura or charisma that is within him, which can be used as a characteristic of a leader in controlling others. Hasibuan (2016) suggests that leadership style is a driving force for work passion, job satisfaction, and high employee work productivity in order to achieve maximum organizational goals. Based on all the understandings that have been put forward by the experts above, it can be concluded that leadership style is the process and behavior (Nyoto, Renaldo, Karuppanan, Bhuiyan, & Kumarasamy, 2021) of a leader in influencing the behavior and empowering his subordinates to want to work together in carrying out duties and responsibilities to achieve company goals.

### Leadership Style Indicator

Kartini Kartono (2016) argues that leadership style is influenced by nature, habits, temperament, character and personality.

### Motivation

Mangkunegara (2017) suggests that motivation is a condition or energy that drives employees who are directed or directed to achieve the company's organizational goals. Donnie and Ernie (2018), argue that motivation is

behavior and factors that influence employees to behave towards their work. Motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction (Hasibuan, 2016). Based on the definitions according to the experts above, it can be concluded that employee motivation is encouragement from within and from outside a person to take an action to achieve a predetermined goal in an organization.

#### **Motivation Indicator**

Sondang P Siagian (2008) argues that several indicators of motivation are; driving force, willingness, willingness, forming expertise, forming skills, responsibilities, obligations and goals.

#### **Communication**

Communication means the process of conveying messages by the communicator to the communicant. (Effendy, 2015). Communication is the transfer of information (Chandra, Renaldo, & Putra, 2018) and understanding from one person to another (Mangkunegara, 2013). Communication is a community (community) which also emphasizes similarity or togetherness. A community is a group of people who come together or live together to achieve a certain goal, and they share meanings and attitudes. Without communication there will be no community. Community depends on shared experiences and emotions, and communication plays a role in and defines that togetherness. Therefore, the community also various forms of communication related to art, religion and language. (Deddy Mulyana, 2014). From this understanding it can be said, if someone understands something that is conveyed by another person to him, then communication takes place and the relationship between the two is communicative. But on the contrary if the message conveyed is not understood by the target, then the communication does not take place and the relationship that occurs is not communicative.

#### **Communication Indicator**

Effendy (2015) describes several specific communication indicators as follows: influencing a person's behavior, expressing feelings, relating to others, solving a problem, interacting with each other.

#### **Organizational Commitment**

Organizational commitment is: "(1) a strong desire to become a member of a group, (2) a high will to work for the organization, (3) a certain belief and acceptance of the values and goals of the organization (Sutrisno, 2018). Organizational commitment is the level at which a worker identifies an organization, its goals and expectations to remain a member (Robbins and Judge, 2015). Organizational commitment can be considered as the level of employee dedication to the organization where he works and the willingness to work on behalf of or for the benefit of the organization, and the possibility of maintaining his membership (Kaswan, 2015). Based on the opinions of some of these experts, it can be concluded that organizational commitment is a situation where employees take sides and care about a particular organization and its goals, and intend to maintain membership in that organization. High organizational commitment is needed in an organization, because the creation of high commitment will affect professional work situations.

#### **Organizational Commitment Indicator**

Robbins and Judge (2015) divide organizational commitment into: affective commitment, continuance commitment and normative commitment.

#### **Employee Performance**

Performance is a result achieved by a person in carrying out the tasks assigned to him (Hasibuan, 2016). Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2016). Employee performance as a result of work achieved by individuals in accordance with their roles and duties in a certain period, which is related to certain values or standards from the organization where the individual works (Khaerul, 2018). Employee performance is the result of work that can be achieved by a person or group of people in order to achieve organizational goals within a certain period of time (Sedarmayanti, 2018). From the several opinions above, it can be concluded that employee performance is the result of work both in quality and quantity that has been achieved by employees in carrying out their duties in accordance with the responsibilities given by the organization and the work results are adjusted to the work results expected by the organization, through the following criteria: employee performance criteria or standards that apply in the organization.

#### **Employee Performance Indicators**

Khaerul (2018) argues that several indicators of employee performance are quantity of work, quality of work, cooperation, responsibility, and initiative.

#### **Previous Research**

There are several previous studies used in this study, namely: 1) Susanto and Veronica (2019), examined the influence of leadership, communication and discipline on the performance of non-medical employees at Siti Aisyah

Hospital, Lubuk Linggau City. Methods of data collection in research using interviews and research questionnaires. The sample in this study was 180 respondents at Siti Aisyah Lubuk Linggau Hospital. Data analysis techniques using Structural Equation Modeling (SEM). The results showed that leadership had no effect on performance at Siti Aisyah Hospital, Lubuk Linggau City, non-medical employee communication had no effect on performance at Siti Aisyah Hospital, Lubuk Linggau City, non-medical employee discipline had an effect on performance at Siti Aisyah Hospital, Lubuk Linggau City, leadership, communication and discipline affect the performance of non-medical employees at Siti Aisyah Lubuk Linggau Hospital. 2) Munir (2013), examined the influence of work motivation, job satisfaction, organizational culture (Andi, Sudarno, & Nyoto, 2019) and leadership on the performance of employees at the Tugurejo Regional General Hospital Semarang. Methods of data collection in research using interviews, questionnaires and direct observation. The sample in this study were 100 employees of the Tugurejo Hospital in Semarang. Data analysis technique using multiple regression analysis. The results showed that motivation has a positive and significant effect on employee performance with a positive regression direction, job satisfaction has a positive and significant effect on employee performance, organizational culture has a positive and significant effect on employee performance with a positive direction, leadership has a positive and significant effect on employee performance with a positive direction. positive regression. 3) Danie Sulistiyaningrum (2018), examines the influence of motivation, compensation, leadership style and work environment on the performance of Sukoharjo Hospital employees. Data collection methods in research using interviews and questionnaires. The sample in this study were 87 employees of Sukoharjo Hospital. The data analysis technique used multiple regression analysis. The results showed that motivation had an effect on employee performance, compensation had no effect on employee performance, leadership style had no effect on employee performance, and work environment had no effect on employee performance in Sukoharjo Hospital. 4) Puspita Wikanandha Putri and Noermijati (2016), researched the effect of communication and leadership style on organizational commitment at Hermina Hospital Tangkuban Perahu Malang. Methods of data collection in research using observation and questionnaires. The sample in this study were 92 nurses at Hermina Hospital Tangkuban Perahu Malang. Data analysis technique using SPSS and multiple regression analysis. The results showed that communication and leadership style simultaneously had a positive effect on the organizational commitment of nurses at Hermina Tangkuban Perahu Hospital Malang, communication did not have a significant effect on organizational commitment on nurses at Hermina Tangkuban Perahu Hospital Malang, leadership style had a significant effect on organizational commitment on nurses at Hermina Tangkubanperahu Hospital Malang, style leadership has a dominant influence on the organizational commitment of nurses at Hermina Hospital Tangkuban Perahu Malang compared to communication variables. 5) R. Deni Indrawan (2021), examines the influence of leadership style, work ethic and quality of work life on the performance of nurses at Arjawinangun Hospital, Cirebon Regency. Methods of data collection in this study using observation, interviews and questionnaires. The sample in this study were 90 people. Data analysis technique using multiple regression analysis. The results showed that leadership style, work ethic and quality of work life had a significant positive effect on the performance of nurses when providing services to patients who came to Arjawinangun Hospital, Cirebon Regency.

### **Hypothesis**

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

- H1: Leadership style has a positive effect on organizational commitment in the Rokan Hulu Hospital environment
- H2: Motivation has a positive effect on organizational commitment in the Rokan Hulu Hospital Environment
- H3: Communication has a positive effect on organizational commitment in the Rokan Hulu Hospital Environment
- H4: Leadership style has a positive effect on employee performance in the Rokan Hulu Hospital Environment
- H5: Motivation has a positive effect on employee performance in the Rokan Hulu Hospital Environment
- H6: Communication has a positive effect on employee performance in the Rokan Hulu Hospital Environment
- H7: Organizational commitment has a positive effect on employee performance in the Rokan Hulu Hospital Environment.

## **3.0 METHODOLOGY**

### **Research methods**

#### **Place and time of research**

This research was conducted at the Rokan Hulu Regional General Hospital. The time of research starts in April 2021 until September 2021.

#### **Population and Sample**

The population in this study were all civil servants or civil servants at Rokan Hulu Hospital, totaling 114 people. The sample of this study were civil servants at the Rokan Hulu Hospital who had complete SKPs, totaling 114 people.

#### **Data Types and Sources**

1. Primary data: information obtained directly from the Rokan Hulu Regional General Hospital in the form of direct interviews and filling out questionnaires by all employees.

2. Secondary data: information that has been compiled by the hospital, such as a brief history of the establishment of the hospital, reports and organizational structure of the hospital, attendance, SKP, literature, previous research journals.

### Variable Operational Definition

**Table 3. Variable Operational Definitions**

Variable Type	Definition	Indicator	Scale
Leadership Style (X1)	Norms of behavior used by someone when trying to influence the behavior of others. Nyoto (2019)	1. Nature 2. Habits 3. Temperament 4. Character 5. Personality Kartono (2016)	Interval
Motivation (X2)	Motivation as behavior and factors that influence employees to behave towards their work. Donnie and Ernie (2018)	1. Driving force 2. Will 3. Willingness 4. Build expertise 5. Shaping skills 6. Responsibility 7. Liability 8. Purpose Sondang P. siagian (2008)	Interval
Communication (X3)	Transfer of messages, information and understanding from one person to another. Effendy (2015)	1. Influence one's behavior 2. Express feelings 3. Connect with other people 4. Solve a problem 5. Interact with each other Effendy (2015)	Interval
Organizational Commitment (Y1)	Organizational commitment can be considered as the level of dedication of an employee to the organization where he works and willingness to work on behalf of or for the benefit of the organization, and the possibility of maintaining membership. Robbins and Judge (2015)	1. Commitment affective 2. Commitment continuance 3. Commitment normative Robbins and Judge (2015)	Interval
Employee Performance (Y2)	Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Mangkunegara (2016)	1. Working quantity 2. Quality of work 3. Cooperation 4. Responsibility 5. Initiative PP no 30 of 2019 concerning employee performance appraisal.	Interval

### 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. Analysis of the characteristics of the respondents consisted of work unit, level of education, years of service, age and gender. The analysis of the respondents' responses contains a discussion of the respondents' responses associated with the characteristics of the respondents.

#### Validity test

Validity Test is a test conducted to measure the accuracy of research instruments or questionnaires. The questionnaire is said to be valid if the questions or statements from the questionnaire are able to reveal something that will be measured by the questionnaire. The accuracy of the questionnaire can be measured using the correlation coefficient. The questionnaire is said to be good and valid if the correlation coefficient is significant or  $r_{count} > r_{table}$ . Where  $df = n - 2$  with a 2 sided test (Ghozali 2016).

**Reliability Test**

The reliability test is a questionnaire test conducted with the intention of measuring the consistency of the respondents' answers. The reliability test was carried out with the cronbach alpha statistical test. The Cronbach alpha test limit is  $\geq 0.70$  (Ghozali 2016).

**Structural Equation Analysis**

This study uses the Structural Equation Modeling (SEM) method and the analytical tool used in this method is Smart PLS 3.0 (PLS) software. PLS is an analysis tool that allows researchers to obtain latent variable values for prediction purposes. The orientation of PLS analysis shifts from testing causality/theory models to component based predictive models. The latent variable is defined as the sum of the indicators. The PLS algorithm wants to get the best weight estimate for each indicator block from each latent variable.

The component score results for each latent variable are based on the estimated indicator weight that maximizes the variance explained for the dependent variable (latent, observe, or both). Partial Least Square (PLS) is a powerful analysis method because it is not based on many assumptions. Although PLS can also be used to confirm theory, it can also be used to explain whether or not there is a relationship between latent variables. Because it focuses more on data and with limited estimation procedures, the model specification does not really affect parameter estimation.

In addition, PLS has the advantage of being able to estimate large and complex models with hundreds of latent variables and thousands of indicators. For prediction purposes, the PLS approach is more suitable. If a study is in a high complexity situation and has a sample size of less than 200, then SEM analysis using PLS is more suitable to be applied.

**PLS Analysis Steps**

## a. Designing a Measurement Model (Outer Model)

In SEM all measurement indicators are reflexive. Whereas in PLS, measurement indicators can be reflexive or formative. Determination of the basis of this measurement affects the construct validity test that is formed. Formation of a measurement model can be based on previous empirical research theories, or also rational thinking.

## b. Designing the Structural Model (Inner Model)

In PLS the design of other models can be sourced from:

1. Theory
2. Results of empirical research
3. Analogies, relationships between variables in other fields of science
4. Normative sources, for example in other fields of science
5. The logic of other rational thinking

One of the advantages of PLS is that it can be used to explore the relationship between variables.

## c. Estimation of coefficient, path, loading, and weight

1. Weight estimate is used to calculate latent variable data
2. Path estimate (path coefficient) links between latent variables
3. Loading connects latent variables with their indicators
4. The estimation method used in PLS is ordinary least squares with iteration techniques.

## d. Goodness of fit assessment

The assessment of the goodness of fit criteria in PLS is based on the assessment of the outer and inner models. The outer model tests the feasibility of the constructed construct (relationships between latent variables and their indicators) using discriminant validity, convergent validity, and composite reliability. The feasibility of the inner model is measured using the Q-square predictive with the formula:

$$Q^2 = 1 - (1 - R^2_1) (1 - R^2_2) \dots (1 - R^2_p)$$

Where:

$R^2_1, R^2_2, \dots, R^2_p$  = R square of endogenous variables in the model

The interpretation of  $Q^2$  is the same as the total coefficient of determination in path analysis (similar to  $R^2$  in regression)

## e. Hypothesis test

Testing the research hypothesis is done by looking at the statistical t value of the inner model that has been formed. If the value of the t statistic is  $> 1.96$  then the relationship between latent variables can be said to be significant at  $\alpha = 5\%$ .

**4.0 RESULTS AND DISCUSSION****A Brief History of the Rokan Hulu Regional General Hospital**

Rokan Hulu Regional Hospital was established in 2004 which was determined by Decree of the Rokan Hulu Regent No. 61 of 2004 as a Type C Hospital and its function was inaugurated by the first Regent of Rokan Hulu H. Ramlan

Zas, SH, MH on September 14, 2004. The total area of the hospital is  $\pm$  5.8 hectares, located on Jl. Syekh Ismail Pasir Pengaraian. The status of the Rokan Hulu Hospital was confirmed as Class C through the Decree of the Minister of Health of the Republic of Indonesia No. 1349/Menkes/SK/IX/2005, dated 14 September 2005.

Based on the Regional Regulation of Rokan Hulu Regency No. 41 of 2007, the institution of the Rokan Hulu Hospital was confirmed as one of the Regional Work Units (SKPD). Whereas through Regional Regulation No. 04 of 2011, the organizational structure of the RSUD is Echelon III/a (Director) and Echelon III/b (four section/field heads), 9 (Nine) Echelon IV Officials and supported by staff and staff medical functional (Medical Committee and Functional Medical Staff). In 2014 the organizational structure was filled with structural officials, namely the Acting Director, 4 (four) Heads of Sections/Fields, 8 (eight) Echelon IV officials and 1 (one) Echelon IV executor.

## Descriptive Analysis

### Analysis of Respondent Characteristics

The general description of the respondents in this study was made with the aim of knowing the characteristics of the respondents in Rokan Hulu Hospital. The general description of the respondents is as follows:

#### Based on Gender

Characteristics of respondents based on gender are grouped into two groups, namely men and women, can be seen in table 2.

**Table 2. Characteristics of Respondents Based on Gender**

No	Gender	Number of people	(%)
1	Man	80	70
2	Woman	34	30
<b>Total</b>		<b>114</b>	<b>100</b>

Source: Processed Data, 2021

#### Characteristics of Respondents by Group

Based on the research data obtained from the distribution of questionnaires, data were obtained about the employee groups at the Rokan Hulu District Hospital which can be seen in table 3.

**Table 3. Characteristics of Respondents by Group**

No	Class	Number of People	(%)
1	I	1	9
2	II	28	24,6
3	III	76	66,7
4	IV	9	7,9
<b>Total</b>		<b>114</b>	<b>100</b>

Source: Processed Data, 2021

#### Characteristics of Respondents Based on Years of Service

Based on research data obtained from the distribution of questionnaires, data was obtained about the working period of employees of the Rokan Hulu District Hospital which can be seen in table 4.

**Table 4. Characteristics of Respondents Based on Years of Service**

No	Years of service	Number of People	(%)
1	< 5 years	18	15,8
2	5 – 10 years	33	28,9
3	10 – 15 years	45	39,5
4	15 - 20 years	17	14,9
5	> 25 years	1	9
<b>Total</b>		<b>114</b>	<b>100</b>

Source: Processed Data, 2021

#### Characteristics of Respondents by Age

Based on research data obtained from the distribution of questionnaires, data was obtained about the age of employees of the Rokan Hulu District Hospital which can be seen in table 5.

Table 5. Characteristics of Respondents by Age

No	Age	Number of People	(%)
1	25 – 30 years	18	15,8
2	31 – 35 years	40	35,1
3	36 – 40 years	34	29,8
4	41 - 45 years	22	19,3
<b>Total</b>		<b>114</b>	<b>100</b>

Source: Processed Data, 2021

#### Characteristics of Respondents Based on Last Education

Based on the research data obtained from the distribution of questionnaires, data was obtained about the age of employees of the Rokan Hulu District Hospital which can be seen in table 6.

Table 6. Characteristics of Respondents Based on Last Education

No	Education	Number of People	(%)
1	SMA	8	7
2	DIII	40	35,1
3	DIV	1	9
4	S1	55	48,2
5	S2	10	8,8
<b>Total</b>		<b>114</b>	<b>100</b>

Source: Processed Data, 2021

#### Respondent Response Descriptive

The descriptive responses of the respondents are meant to explain how much the respondents perceive in understanding each indicator through the questions on the questionnaire. Based on the results of the questionnaire answers from each of these respondents, then descriptive analysis can be carried out for each variable according to the information that has been obtained in the field.

#### Respondents' Responses to Leadership Style Variables

It was concluded that all of the respondents' answers stated that they strongly agreed about the leadership style. It can be concluded that the interpretation of the leadership style at the Rokan Hulu District Hospital is good with the perceptions of each of these respondents.

#### Respondents' Responses to Motivational Variables

It was concluded that all of the respondents' answers stated that they strongly agreed about work motivation. It can be concluded that the interpretation of the work motivation of the employees of the Rokan Hulu District Hospital is good with the perceptions of each of these respondents.

#### Respondents' Responses to Communication Variables

It was concluded that all of the respondents' answers stated that they strongly agreed about communication. It can be concluded that the communication interpretation of employees at the Rokan Hulu District Hospital is good with the perceptions of each of these respondents.

#### Respondents' Responses to Organizational Commitment Variables

It can be concluded that all of the respondents' answers stated that they quite agree about organizational commitment. It can be concluded that the interpretation of the organizational commitment of employees at the Rokan Hulu District Hospital is quite good with the perceptions of each of these respondents.

#### Respondents' Responses to Employee Performance Variables

It can be concluded that all of the respondents' answers stated that they strongly agreed about employee performance. It can be concluded that the interpretation of employee performance at the Rokan Hulu District Hospital is good with the perceptions of each of these respondents.



## Questionnaire Test

### Leadership Style Variable Validity Test

Of the 22 questionnaire statements used in this study to measure the leadership style variable, it has a Corrected Item-Total Correlation value of  $> 0.30$ . From these results it can be concluded that all statements used to measure leadership styles in Rokan Hulu Hospital have valid values. This means that the use of a questionnaire in collecting data for this study, namely the statement items prepared are valid statements and what is the purpose of this research has met the testing requirements.

### Motivation Variable Data Validity Test

Of the 26 questionnaire statements used in this study to measure the work motivation variable, it has a Corrected Item-Total Correlation value of  $> 0.30$ . From these results it can be concluded that all statements used to measure motivation in Rokan Hulu Hospital have valid values. This means that the use of a questionnaire in collecting data for this study, namely the statement items prepared are valid statements and what is the purpose of this research has met the testing requirements.

### Test the Validity of Communication Variable Data

Of the 20 questionnaire statements used in this study to measure the work motivation variable, it has a Corrected Item-Total Correlation value of  $> 0.30$ . From these results it can be concluded that all statements used to measure communication in Rokan Hulu Hospital have valid values. This means that the use of a questionnaire in collecting data for this study, namely the statement items prepared are valid statements and what is the purpose of this research has met the testing requirements.

### Data Validity Test Regarding Organizational Commitment Variables

Of the 17 questionnaire statements used in this study to measure the organizational commitment variable, it has a Corrected Item-Total Correlation value of  $> 0.30$ . From these results it can be concluded that all statements used to measure organizational commitment in Rokan Hulu Hospital have valid values. This means that the use of a questionnaire in collecting data for this study, namely the statement items prepared are valid statements and what is the purpose of this research has met the testing requirements.

### Data Validity Test Regarding Employee Performance Variables

Of the 20 questionnaire statements used in this study to measure the organizational commitment variable, it has a Corrected Item-Total Correlation value of  $> 0.30$ . From these results it can be concluded that all statements used to measure the performance of employees at Rokan Hulu Hospital have valid values. This means that the use of a questionnaire in collecting data for this study, namely the statement items prepared are valid statements and what is the purpose of this research has met the testing requirements.

## Data Reliability Test

Table 7. Data Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Leadership Style	0.927	0.931	0.945	0.774
Employee Performance	0.908	0.914	0.931	0.731
Commitment	0.652	0.772	0.801	0.578
Communication	0.933	0.935	0.949	0.788
Motivation	0.895	0.906	0.916	0.580

Source: Processed data, 2021

## Hypothesis Test

Table 8. Hypothesis Test Result

	Original Sample (O)	T Statistics ( O /STDEV)	P Values	Conclusion
Leadership Style -> Employee Performance	0.074	0.974	0.330	No significant effect/hypothesis REJECTED
Leadership Style ->	0.215	2.010	0.045	Significant influence/hypothesis ACCEPTED

	Original Sample (O)	T Statistics ( O /STDEV)	P Values	Conclusion
Commitment				
Commitment -> Employee Performance	0.318	4.319	0.000	Significant influence/hypothesis ACCEPTED
Communication -> Employee Performance	0.196	1.393	0.164	No significant effect/hypothesis REJECTED
Communication -> Commitment	0.452	2.837	0.005	Significant influence/hypothesis ACCEPTED
Motivation -> Employee Performance	0.395	2.824	0.005	Significant influence/hypothesis ACCEPTED
Motivation -> Commitment	0.001	0.011	0.991	No significant effect/hypothesis REJECTED

Source: Processed SEM-PLS data, 2021

Based on the data presented in Table 4.7, it is possible to test the seven research hypotheses as follows:

#### **Hypothesis 1 (Leadership style influences employee performance)**

The parameter coefficient of the influence of the leadership style variable on employee performance (original sample) is 0.074, which means that there is a positive influence between the two variables. Or it can be interpreted that the higher the leadership style, the better the employee's performance. Then the resulting T-statistic value is 0.974 which means that the result is said to have no effect, because the t-statistic value is smaller than the t-table (0.974 < 1.96) or the P Value > 0.05 (0.330 > 0, 05) and it can be said that the hypothesis is rejected.

#### **Hypothesis 2 (Leadership style influences organizational commitment)**

The parameter coefficient of the influence of the leadership style variable on organizational commitment (original sample) is 0.215, which means that there is a positive influence between the two variables. Or it can be interpreted that the higher the leadership style, the better the organizational commitment. Then the resulting T-statistic value is 2.010, which means that the result is said to be influential because the t-statistic value is greater than the t-table (0.974 > 1.96) or the P Value < 0.05 (0.045 < 0.05) and it can be said that the hypothesis is accepted.

#### **Hypothesis 3 (Organizational commitment affects employee performance)**

The parameter coefficient of the influence of the commitment variable on employee performance (original sample) is 0.318, which means that there is a positive influence between the two variables. Or it can be interpreted that the higher the organizational commitment, the better the employee's performance. Then the resulting T-statistic value is 4.319 which means that the result is said to be influential because the t-statistic value is greater than the t-table (4.319 > 1.96) or the P Value < 0.05 (0.000 < 0.05) and it can be said that the hypothesis is accepted.

#### **Hypothesis 4 (Communication has an effect on employee performance)**

The magnitude of the parameter coefficient of the influence of the communication variable on employee performance (original sample) is 0.196, which means that there is a positive influence between the two variables. Or it can be interpreted that the higher the employee's communication, the better the employee's performance will be. Then the resulting T-statistic value is 1.393 which means that the result is said to have no effect because the t-statistic value is smaller than the t-table (1.393 < 1.96) or the P Value > 0.05 (0.164 > 0.05 ) and it can be said that the hypothesis is rejected.

#### **Hypothesis 5 (Communication has an effect on organizational commitment)**

The parameter coefficient of the influence of the communication variable on organizational commitment (original sample) is 0.452, which means that there is a positive influence between the two variables. Or it can be interpreted that the higher the employee's communication, the better the organizational commitment. Then the resulting T-statistic value is 2.837 which means that the result is said to be influential because the t-statistic value is greater than the t-table (2.837 > 1.96) or the P Value < 0.05 (0.005 < 0.05 ) and it can be said that the hypothesis is accepted.

#### **Hypothesis 6 (Motivation influences employee performance)**

The magnitude of the parameter coefficient of the influence of the motivational variable on employee performance (original sample) is 0.395, which means that there is a positive influence between the two variables. Or it can be interpreted that the higher the employee's motivation, the better the employee's performance will be. Then the resulting T-statistic value is 2.824 which means that the result is said to be influential because the t-

statistic value is greater than the t-table ( $2.824 > 1.96$ ) or the P Value  $< 0.05$  ( $0.005 < 0.05$ ) and it can be said that the hypothesis is accepted.

#### **Hypothesis 7 (Motivation influences organizational commitment)**

The magnitude of the parameter coefficient of the effect of the motivational variable on organizational commitment (original sample) is 0.001, which means that there is a positive influence between the two variables. Or it can be interpreted that the higher the employee motivation, the better the organizational commitment. Then the resulting T-statistic value is 0.011 which means that the result is said to have no effect because the t-statistic value is smaller than the t-table ( $0.011 < 1.96$ ) or the P Value  $> 0.05$  ( $0.991 > 0, 05$ ) and it can be said that the hypothesis is rejected.

### **Research Discussion**

#### **The influence of leadership style on employee performance**

The estimation parameter for testing the influence of leadership style on employee performance shows an original sample of 0.074 and the resulting T-statistic value is 0.974 and a probability of 0.330 which shows that the p-value is proven to be greater than the alpha value of 5%, which means the result is not significant. Based on the test results, it shows that there is no significant influence of leadership style on employee performance in the Rokan Hulu Regional General Hospital.

The results of this study indicate that the higher the leadership style, the level of employee performance will not change or remain constant. And vice versa, if the leadership style is low then the employee's performance achievements will also not change. The results of this study also indicate that leadership style has no effect on employee performance. This is in line with the results of research conducted by Susanto et al (2019), Sulistiyaningrum (2018), Artiningsih (2016) and Anjardini (2017) which concluded that leadership style proved to have no significant effect on employee performance, which means that the higher the leadership style, the employee performance achievements will not change or remain. And vice versa, if the leadership style is low then the employee's performance achievements will also not change. However, these results are not in line with the results of research conducted by Munir (2013), Perdana (2017), Indrawan (2021), Astariyani (2015), Wardani (2016), Januar et al (2018), Ardian and Sukesi (2021), Sehfudin (2011), Syam (2015), Silaen (2018), Aini and Sosilo (2014), Rinatasari (2016), Erwhani et al, (2014), Nurdin et al (2018), and Lalamentik et al (2017) who concluded that leadership style proved to have a significant effect on employee performance.

#### **The influence of leadership style on organizational commitment**

The estimation parameters for testing the effect of leadership style on commitment show that the original sample is 0.215 and the resulting T-statistic value is 2.010 and the probability is 0.045 which shows that the p-value is proven to be smaller than the alpha value of 5%, which means the result significant effect. Based on the test results, it shows that there is a significant influence of leadership style on commitment in the Rokan Hulu Regional General Hospital environment.

It can be concluded that the better the leadership style, the more it will have an influence on the commitment felt by employees in the Rokan Hulu Regional General Hospital environment. Leadership style has an important role in influencing employee commitment, such as the style of a leader in establishing communication relationships with his subordinates. Effective communication that exists between leaders and subordinates will be able to make a good contribution to the supervision carried out by the leadership. In this case the employee's commitment arises because the leadership supervises with full attention, so that employees will work with full accuracy in accordance with applicable laws and regulations and will minimize the level of errors in work. This is in line with the results of research that has been conducted by Amin (2017), Suherman et al (2017) who concluded that leadership style proved to have a significant effect on employee commitment, which means that the better the leadership style, the more it will influence employee commitment in the Rokan Hulu Regional General Hospital environment. Vice versa, if the leadership style is low, the commitment of employees will also decrease. However, these results are not in line with the results of research conducted by Intan Purnama et al (2019), which concluded that leadership style proved to have no significant effect on employee commitment.

#### **The effect of organizational commitment on employee performance**

The estimation parameter for testing the effect of commitment on employee performance shows an original sample of 0.318 and the resulting T-statistic value is 4.319 and a probability of 0.000 which shows that the p-value is proven to be smaller than the alpha value of 5%, which means the result significant effect. Based on the test results indicate that there is a significant influence of commitment to employee performance in the Rokan Hulu Regional General Hospital.

It can be concluded that the more employees have a high commitment, the more the performance achievements of employees in the Rokan Hulu Regional General Hospital environment will increase. Employees will be committed to the organization if employees feel needed and involved in organizational issues, thereby creating a sense of belonging to employees. Organizational treatment and organizational policies will motivate themselves to be better so as to have a positive influence on the Rokan Hulu Regional General Hospital. This is in line with the results of research conducted by Gustina Pane (2017), which concluded that commitment has proven to have a significant effect on employee performance, which means that the better the commitment of an employee, the better the performance of employees in the Rokan Hulu Regional General Hospital. However, these results are not in line with the results of research conducted by Rinatasari (2016) which concluded that commitment has proven to have no significant effect on employee performance.

#### **The effect of communication on employee performance**

The estimation parameters for testing the effect of communication on employee performance show an original sample of 0.196 and the resulting T-statistic value of 1.393 and a probability of 0.164 which indicates that the p-value is proven to be greater than the alpha value of 5%, which means the result not significant. Based on the test results, it shows that there is no significant effect of communication on employee performance in the Rokan Hulu Regional General Hospital.

The results of this study indicate that the results of this study also indicate that communication has no effect on employee performance. This is in line with the results of research conducted by Susanto and Veronica (2019) and Lalamentik et al (2017) which state that the better the communication, the level of employee performance will not change or remain constant. And vice versa, if communication is low, the employee's performance achievements will also not change. Concludes that communication has proven to have no significant effect on employee performance, which means that the better the communication, the level of employee performance will not change or remain constant. And vice versa, if communication is low, the employee's performance achievements will also not change. However, these results are not in line with the results of research conducted by Perdana (2017), Astariyani (2015), Sehfudin (2011), Anjardini (2017) and Erwhani et al (2014) who concluded that communication has proven to have a significant effect on employee performance.

#### **The effect of communication on organizational commitment**

The estimation parameter for testing the effect of communication on employee commitment shows an original sample of 0.452 and the resulting T-statistic value of 2.837 and a probability of 0.005 which shows that the p-value is proven to be smaller than the alpha value of 5%, which means the result significant effect. Based on the test results, it shows that there is a significant influence of communication on employee commitment in the Rokan Hulu Regional General Hospital.

It can be concluded that open and well-run communication affects the level of employee commitment in the Rokan Hulu Regional General Hospital. If the communication process runs effectively, it will create achievement and job satisfaction for employees. Even at an advanced level, employees will be willing to sacrifice for the sake of the organization if needed, at which level employees show a high commitment to the Rokan Hulu Regional General Hospital. With communication, the provision of supervision, motivation, emotional disclosure and data information runs effectively so that employees feel understood and understand the steps to be taken for the organization, thereby reducing confusion and creating comfort for employees. This convenience will make employees feel at home and have a strong commitment to the organization. This is not in line with the results of research conducted by Wikanandha (2016) which concluded that communication has proven to have no significant effect on employee commitment.

#### **The effect of motivation on employee performance**

The estimation parameter for testing the influence of motivation on employee performance shows an original sample of 0.395 and the resulting T-statistic value of 2.824 and a probability of 0.005 which shows that the p-value is proven to be smaller than the alpha value of 5%, which means the result significant. Based on the test results, it shows that there is a significant influence of motivation on employee performance in the Rokan Hulu Regional General Hospital.

It can be concluded that the more motivated employees are, the more employee performance achievements will increase in the Rokan Hulu Regional General Hospital environment. Work motivation functions as a driving force for employees in carrying out a series of behavioral processes in achieving goals which contain elements that include elements of arousing, directing, maintaining, showing intensity, being continuous and having a purpose where the employee works. With work motivation, it will become the driving force that creates the excitement of an employee's work so that they want to work together, work effectively and integrated to

achieve optimal work results. Work motivation is a factor that influences employees to behave in their work, so that work motivation becomes a process that shows individual intensity, direction and persistence as an effort to achieve the goals that have been set.

The results of this study indicate that the more employees are motivated at work, the higher the level of employee performance. Conversely, if employee motivation is low, the employee's performance level will decrease. Thus, work motivation affects the increase or decrease in employee performance in the Rokan Hulu Regional Public Hospital. This is in line with the results of research conducted by Munir (2013), Sulistiyaningrum (2018), Perdana (2017), Astariyani (2015), Wardani (2016), Sehfudin (2011), Syam (2015), Silaen (2018), Anjardini (2017), Rinatasari (2016), Gustina Pane (2017), who concluded that motivation proved to have a significant effect on employee performance, which means that the more employees are motivated at work, the higher the level of employee performance. However, these results are not in line with the results of research conducted by Artiningsih (2016), which concluded that motivation has no significant effect on employee performance.

#### **The effect of motivation on organizational commitment**

The estimation parameter for testing the influence of motivation on employee commitment shows an original sample of -0.001 and the resulting T-statistic value is 0.011 and a probability of 0.991 which shows that the p-value is proven to be greater than the alpha value of 5%, which means the result is not significant. Based on the test results show that there is no significant influence of motivation on employee commitment in the Rokan Hulu Regional General Hospital.

The results of this study indicate that the better the employee's work motivation, the level of employee commitment will not change or remain the same. Vice versa, if the employee's motivation to work is low, then the employee's commitment will also not change. The results of this study also show that motivation has no effect on employee commitment. This is in line with the results of research conducted by Purnama et al (2019), which concluded that motivation proved to have no significant effect on commitment, which means that the better the work motivation of employees, the level of employee commitment will not change or remain constant. However, these results are not in line with the results of research conducted by Suherman et al (2017) who concluded that motivation has a significant effect on commitment.

## **5.0 CONCLUSION**

### **Conclusion**

Based on the results of the research and discussion in the previous chapter, it can be concluded that: 1) leadership style does not affect employee performance in the Rokan Hulu Regional General Hospital. This shows that the higher the leadership style, the level of employee performance achievement will not change or be constant, 2) leadership style influences organizational commitment within the Rokan Hulu Regional General Hospital. The better the leadership style, the more it will influence the commitment felt by employees in the Rokan Hulu Regional General Hospital environment, 3) organizational commitment affects employee performance in the Rokan Hulu Regional General Hospital environment. The more employees have a high commitment, the higher the achievement of employee performance in the Rokan Hulu Regional General Hospital environment, 4) communication does not affect employee performance in the Rokan Hulu Regional General Hospital environment. The better the communication, the level of achievement of employee performance will not change or remain the same. Vice versa, if communication is low, then employee performance achievements will also not change, 5) communication affects organizational commitment within the Rokan Hulu Regional General Hospital. Open and well-run communication affects the level of employee organizational commitment in the Rokan Hulu Regional Public Hospital. If the communication process runs effectively, it will create achievement and job satisfaction for employees, 6) motivation influences employee performance in the Rokan Hulu Regional General Hospital environment. The more employees are motivated at work, the higher the level of achievement of employee performance. Conversely, if employee motivation is low, employee performance levels will decrease, 7) motivation has no effect on organizational commitment in the Rokan Hulu Regional General Hospital environment. This shows that the better the employee's work motivation, the level of organizational commitment will not change or remain the same.

### **Recommendation**

From the results of the discussion, the authors suggest the following: 1) The Management of the Rokan Hulu Regional General Hospital to further increase organizational commitment felt by employees through leadership style, the Rokan Hulu Regional General Hospital is expected to pay more attention to its employees, namely by supervising directly and build more intensive relationships with employees so that effective communication will be built between leaders and subordinates. 2) Providing motivation to employees needs to be increased so that these employees will feel more satisfied at work such as providing honoraria in the form of additional employee income based on workload and transportation assistance evenly to all employees according to the duties and

functions of each employee. 3) In improving employee performance achievements through motivation, leaders can provide motivation to employees in the form of promotions to employees with the best performance achievements, so this promotion is not given to employees who have an internal relationship with the leadership. 4) In future research, researchers are expected to provide innovation others such as adding more complex variables and expanding the scope of the research as well as increasing the number of respondents from various agencies so that the results can be more varied.

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