

Review

## Analysis of Leadership, Internal Control, and Employee Commitment on Employee Performance



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Article Info	Abstract
<p>Article history: Received: 11 August 2023 Accepted: 29 October 2023</p>	<p><i>Introduction:</i> Hospitals which are places of health services must be able to provide professional resources. The higher the human resource capabilities in the organization, the higher the company's performance. One way to improve the performance of employees, including nurses in hospitals, is to carry out good and directed supervision. The purpose of the study was to determine the effect of leadership, internal control, and employee commitment on employee performance at Gemolong Hospital.</p> <p><i>Methods:</i> Observational research design with a cross-sectional approach. The population of all employees at dr. Soeratno Gemolong Hospital was 295 respondents. A sample of 170 respondents was obtained using proportional-to-size technique. The research measuring instrument used was a questionnaire. The questionnaire was divided into 4 variables namely leadership, internal control, commitment, and employee performance. The research instrument used a questionnaire that was carried out with validity and reliability. The analysis used is univariate and multivariate analysis with linear regression using SPSS 23.</p> <p><i>Results:</i> Linear regression tests conducted showed there was a relationship between leadership of the head of the room (<math>p=0.007</math>), leadership of the director (<math>p=0.004</math>), internal supervision (<math>p=0.000</math>), and employee commitment (<math>p=0.011</math>) on employee performance. Multivariate analysis showed that the influential variable was internal supervision with a significance level of <math>p=0.000</math> and <math>B=0.518</math>.</p> <p><i>Conclusion:</i> The research conducted is expected to be input to the hospital to increase motivation and internal supervision to improve the quality of hospital services in the eyes of the community.</p>
<p>Keywords: leadership, internal control, commitment, performance</p>	

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## INTRODUCTION

The hospital is an organization or health institution that is responsible for the provision of health services ranging from basic and specialized medical services that are quality, effective, efficient, accountable, and oriented to customer satisfaction. Improving the performance of care workers is very important in an effort to improve health services to the community in general [1][2][3].

The higher the ability of human resources in the organization, the higher the company's performance. Conversely, the lower the ability of employees, the lower the company's performance [8][9][10]. In general, employees in Indonesia tend to be less professional, less disciplined, less responsible, less confident, and less creative, some of these attitudes are very counterproductive to national development goals [11]. There are three variables that affect individual performance, namely: Individual variables consist of abilities and skills, psychological variables consist of perceptions, attitudes, personality, learning, and motivation, while organizational variables consist of resources, leadership, internal control, rewards, job structure, and design. Optimal nurse performance will certainly contribute to nursing services [12].

Based on preliminary studies conducted through interviews show that there are still employees who arrive late. This results in patient complaints and patient loyalty to the hospital decreasing, and if allowed to continue it will result in a decline in the image of the hospital. Based on the results of

observations in the field, it appears that supervision is weak, indicated by weak warnings or sanctions given to nurses who are negligent in direct general supervision of hospital employees in carrying out work. That weak supervision can influence reports on work results that only convey good things carrying out work, this can be caused by excessive familiarity influences in the work environment, as well as the seniority factor still being in effect. In this case, if the violation is committed by a nurse who has a high level of seniority means that there has been no firm action, and the leadership of the general hospital is still limited.

Therefore, leaders have a very important and decisive role in efforts to achieve common goals in a work unit or organization. A leader cannot work alone, so the leader needs a group of people who can help him, in other terms known as subordinates, who can be moved in a certain way so that they can contribute and serve the organization and can also work effectively, efficiently, economically and productively [13][14]. Based on the above phenomenon, the researcher is interested in conducting research "Is there an influence of leadership, internal control, and employee commitment on employee performance at Gemolong Hospital."with the purpose of determining the influence of leadership, internal control, and employee commitment on employee performance at Gemolong Regional Hospital.

## **METHODS**

### ***Research methods***

The research design is quantitative research with analytical observational research methods with a cross-sectional approach.

### ***Sample and Population***

The population was all employees at dr. Soeratno Gemolong Hospital namely 295 respondents. The sample was 170 respondents. The sampling technique in this research is probability sampling using the proportional random sampling method. The sampling method for each profession was carried out using the proportional-to-size method.

### ***Place and Time of Research***

The research was conducted in September 2022 at dr. Soeratno Gemolong Hospital.

### ***Research variable***

The independent variables are leadership, internal control, and employee commitment. The dependent variable is employee performance.

### ***Instrument***

In the research, the measuring instrument used was a questionnaire. The questionnaire was divided into 4 variables, the leadership variable with 15 questions, the internal control variable with 18 questions, the commitment variable with 14 questions, and

the employee performance variable with 33 questions. This questionnaire has been tested for validity and reliability with the number of respondents used for the validity of the instrument as many as 20 respondents. The validity test was carried out at Restu Ibu Mother and Child Hospital, Sragen because this place has the same characteristics as the research place. The results of this test show that the questionnaire is declared valid and reliable.

### ***Data collection and Analysis***

Data collection was carried out by distributing questionnaires to respondents via the Google Form link, respondents were given time to answer and fill in the questionnaire distributed by the researcher. Questionnaires were collected from respondents then the data was processed. The analysis used is univariate and multivariate analysis with linear regression using SPSS 23.

### ***Ethics***

Ethics in this study are based on the consent sheet to become a respondent, anonymity, and confidentiality. Research ethics Number: 000168/EC/KEPK/I/05/2023, from the Health Research Ethics Committee of the STRADA Institute of Health Sciences.

## **RESULTS**

The sample of the study were employees at dr. Soeratno Gemolong Hospital as many as 170 respondents. The frequency distribution of the characteristics of the research subjects is described in Table 1. Table 1 shows the

results of the characteristics of the research subjects based on age, gender, length of work, latest education, profession, workplace, and employment status. In the age category of respondents, the results showed that most respondents were more than equal to the average value, namely 101 respondents (59.4%). The gender of the respondents was mostly female, namely 122 respondents (71.8%). In the length of service category, most respondents had a length of service less than the mean value, namely 88 respondents (51.8%). The last education of the majority of respondents is D3 education, namely 84 respondents (49.4%). Most of the respondents' professions are nurses, namely 50 respondents (29.4%). The room where the respondents work is mostly in the administrative room, namely 32 respondents (18.8%). The employment status of respondents is mostly civil servants, namely 112 respondents (65.9%).

Table 2 shows the results of the characteristics of the research variables, namely leadership of the head of the treatment room, leadership of the director, internal supervision, employee commitment,

and employee performance. The mean value of the leadership of the head of the treatment room variable is 57.44, the leadership of the director variable is 55.39, the internal control variable is 65.03, the employee commitment variable is 48.09, and the employee performance variable is 135.76.

The results of linear regression analysis show the coefficient of determination R Square was 0.757, which means that this study can explain 75.70% of the relationship between variables in this study which consist of leadership of the head of the room, leadership of the director, internal supervision, and employee commitment on employee performance. The results of the p-value show that there is a relationship between leadership of the head of the room ( $p=0.007$ ), leadership of the director ( $p=0.004$ ), internal supervision ( $p=0.000$ ) and employee commitment ( $p=0.011$ ) on employee performance. Multivariate analysis shows that the influencing variable is internal supervision with a significance level of  $p=0.000$  and  $B=0.518$ .

**Table 1**

Frequency distribution according to the age, BMI, and Bromage Score among the caesarean section patients with ERAS procedure (n = 60).

Characteristics	n	%
<b>Age</b>		
< mean (36,48)	69	40,6
≥ mean (36,48)	101	59,4
<b>Gender</b>		
Male	48	28,2
Female	122	71,8
<b>Length of employment</b>		
< mean (12,20)	88	51,8
≥ mean (12,20)	82	48,2

<b>Characteristics</b>	<b>n</b>	<b>%</b>
<b>Last education</b>		
D3 education	84	49,5
S1 education	56	32,9
S1 and Professional Education	14	8,2
Specialist Education	6	3,5
Master's degree education	10	5,9
<b>Profession</b>		
Structural	6	3,5
Doctor	18	10,6
Nurse	50	29,4
Midwife	33	19,4
Pharmacy	8	4,7
Laboratory	4	2,4
Physiotherapy	2	1,2
Radiology	4	2,4
Sanitation	2	1,2
Nutrisions	3	1,8
Medical records	6	3,5
Electromedical technician	2	1,2
Administration	32	18,7
<b>Workspace</b>		
Director's office	6	3,5
Emergency room	12	7,1
Ward	10	5,9
Sakura	5	2,9
Tulip	7	4,1
Anggrek	12	7,1
Kenanga	9	5,3
Operating room	5	2,9
ICU	4	2,4
Polyclinic	4	2,4
Sakura	5	2,9
Ponek	12	7,1
Cempaka	16	9,4
Outpatient pharmacy	8	4,7
Clinical pathology laboratory room	2	1,2
Anatomical pathology laboratory room	2	1,2
Physiotherapy room	2	1,2
Radiology room	4	2,4
Sanitary room	2	1,2
Nutrition room	3	1,8
Medical record room	6	3,5
Electromedical room	2	1,2
Administration room	32	18,8
<b>Staffing status</b>		
PNS	112	65,9
Honor	36	21,2
TKS	22	12,9

**Table 2**

Characteristics of Research Variables.

<b>Characteristics</b>	<b>Mean</b>	<b>Min</b>	<b>Maks</b>	<b>SD</b>
Leadership for chief nursing officers	57,44	20	74	13,57
Leadership for the director	55,39	15	75	10,83
Internal supervision	65,03	15	75	10,34
Employee commitment	48,09	14	60	8,83
Employee performance	135,76	33	165	25,49

**Table 3**

Results of Analysis of Leadership, Internal Control and Employee Commitment on Employee Performance at Gemolong Hospital.

<b>Variable</b>	<b>Unstandardized Coefficient</b>		<b>Standardized Coefficient</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std.Error</b>	<b>Beta</b>		
Leadership for Room Heads	0,306	0,111	0,163	2,740	0,07
Leadership for Director	0,459	0,159	0,195	2,888	0,04
Internal supervision	1,137	0,138	0,461	8,208	0,00
Employee commitment	0,518	0,201	0,179	2,580	0,11

Coefficient of Determination (R Square Value) : 0,757

**DISCUSSION**

A leadership style that is less appropriate or less suitable to be implemented given by the leader to his employees, can reduce motivation, and employee performance [16]. Based on this, ideally, the leadership style applied by the head of the hospital room is able to generate nurse motivation and subsequently can generate nurse performance [17][18]. These results are supported by research conducted which states the results of leadership have a positive and significant effect on employee performance [19].

Supervision activities carried out by general hospital leaders should have a positive impact on the work environment and organization such as creating a good

emotional relationship between general hospital leaders and nurses so that the closeness of the relationship will be able to ease the burden of work and the implementation of work be more effective. Besides that, general hospital leaders will be able to know the problems or obstacles faced by nurses in carrying out their duties and know the extent of the work done by the nurses as well as the work performance that has been produced by the nurses [20].

Another factor that needs to be considered to increase employee productivity/performance is commitment, which is a person's relatively strong identification and involvement with the organization [21]. Commitment is the key word for success in the organization

(Hospital). Organizational commitment is an important component in the success of organizational performance because it is a driving element for someone to do their own or group work [22]. When the hospital offers a job and the job applicant accepts the offer, the job applicant has become part of the hospital. By becoming part of the hospital, employees are educated to commit to the hospital's goals. There are many reasons why an organization should try to increase the organizational commitment of its employees.

Committed employees will also increase employee productivity because employees feel integrated with the company and work to achieve company goals. With a sense of unity within the company, employees do not think about leaving the company so it is said that high organizational commitment will reduce employee's desire to move. [23]. Individual commitment to the organization is more than just a stage of loyalty to the organization where he works where members of the organization express concern for the success and welfare of the organization [24].

Organizational commitment is the daily manifestation of the values and traditions that exist in the organization. It can be seen from the behavior of employees, their expectations of the organization and coworkers, as well as the conditions that are said to be normal shown by employees when performing their duties, and manifestations in activities [25]. Organizational commitment is an important component in the success of organizational performance because it is a driving element for someone to do their own or group work [26].

## **LIMITATION**

In carrying out this research, the researcher found the following limitations in the study: There are other factors that can affect employee performance, such as individual motivation, technical ability, or work environment, which also need to be considered; There may be third factors that influence the relationship between leadership, internal control, and commitment with employee performance. These uncontrolled variables can cause research results to be biased or erroneous. So, it is necessary to control confounder variables through a strong research design or appropriate statistical analysis; Measuring leadership, internal control, commitment, and employee performance often involves subjective aspects. This results in individual perceptions of leadership or internal control may vary. Performance measurement methods can also be qualitative and quantitative so the method chosen will affect the validity and reliability of the research.

## **FINDINGS**

The results of this study may not be directly applicable to all organizational contexts. Factors such as organizational culture, job type, or employee characteristics may affect the relationships studied. Limitations on the availability of appropriate and representative data. The data obtained only comes from one source or only represents one particular segment of the population, so it does not cover a wide enough variation and may affect the validity and generalizability of the research findings.

## CONCLUSION

There is an influence of leadership, internal supervision, and employee commitment on employee performance at Gemolong Hospital. Good leadership can motivate employees to commit and work better. Effective internal control can ensure that policies taken by leadership are implemented properly and appropriately. Commitment employees can increase compliance with internal controls because they feel involved in achieving organizational goals. The results of the research conducted are expected to be input to the hospital to increase motivation and internal supervision to improve the quality of hospital services in the eyes of the community.

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## CONFLICT OF INTEREST

All of the authors of this manuscript have no conflict of interest to declare.

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