Direct And Indirect Effect Of Leadership, Job Satisfaction, Organization Commitment, And Organizational Citizenship Behavior On Employee Service Performance In General Hospital Of Talaud Isles Regency North Sulawesi

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Abstract
The aims of the research is to determine the direction and the extent of the hospital leadership on job satisfaction, organizational commitment, organizational citizenship behavior and employee service performance at the type C regency general hospital of the Talaud isles regency, north Sulawesi province. The research employed the civil servant employee working at the hospital H. also employed a survey sampling technique with structural questionnaires, using a likert type scale with five ranks. The data of 130 civil servant employee respondents was the collected from type C regency general hospital of Talaud isles regency analyzed with structural equation Model (SEM) analysis with Amos 22.0 version and SPPS program of 22.00 version. The result and the findings of the research indicated that there is an indirect, positive and significant influence of hospital leadership on employee service performance through job satisfaction and organizational citizenship behavior.

Keywords: leadership, job satisfaction, organizational commitment, organizational citizenship behavior, employee service performance

1. Introduction
Hospital is a health services business, one of which is based on the principle of trust so that the problem of quality of service patient and patient loyalty become one of the factors that determine success.

Quality of service is determined by several factors such as employees, technology, and customizer engagement are expected to contribute to the quality of service that is created.

Basic function of hospital which health recovery community members, either through inpatient, outpatient, and maintenance consultation, or the health care of community members. The hospital is a place of medical support services, installation services and medical care service in outpatient and inpatient.

Table 1 : Avability of Health Fasilites and Equipment North Sulawesi Province

<table>
<thead>
<tr>
<th>No.</th>
<th>Hospital Without Classes</th>
<th>Hospital Amount</th>
<th>%</th>
<th>BED Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hospital Without Classes</td>
<td>6</td>
<td>22.22</td>
<td>314</td>
<td>8.21</td>
</tr>
<tr>
<td>2</td>
<td>D Grade Hospitals</td>
<td>3</td>
<td>11.11</td>
<td>175</td>
<td>4.57</td>
</tr>
<tr>
<td>3</td>
<td>C Grade Hospitals</td>
<td>14</td>
<td>51.85</td>
<td>1721</td>
<td>44.97</td>
</tr>
<tr>
<td>4</td>
<td>B Grade Hospitals</td>
<td>3</td>
<td>11.11</td>
<td>872</td>
<td>22.79</td>
</tr>
<tr>
<td>5</td>
<td>A Grade Hospitals</td>
<td>1</td>
<td>3.7</td>
<td>475</td>
<td>19.47</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>27</td>
<td>100</td>
<td>3827</td>
<td>100</td>
</tr>
</tbody>
</table>

North Sulawesi as one of the provinces in Indonesia, has facilities and adequate health facilities classified. Data in table 1 shows the number of hospital beds and the number of classes with the following details: Hospital without classless as 6 (22.22%) and 314 units bed (8.21%), (b) hospital type D as 3 (11.11%) and 175 units bed (4.57%), (c) hospital type C as 14 (51.85%) and 1721 units bed (44.97%), (d) hospital type B as 3 (11,11%) and 872 units bed (22,79%), and (e) Hospital type A as 1 (3.71%) and 475 units bed (19,47%).

Table 2 : Hospital Activity Data Service In North Sulawesi Province.
management, (b). The desire to excel, (c). Human must have the competence eight mainstay, namely: (a) self relations skills, (d). Serving skills, (d). Professional 
of good health services to the public, then a health worker relatively very low. The number of health workers is low in the area, and 270.840 people consisting of 266.575 people scattered in the central of North Sulawesi. The health office in North Sulawesi (2014) reported that health workers owned the area that as many as 649 people (0.08%), (b) early admission of 62.849 people (7.20%), (d). Hospitalized patients out alive 60.849 people (7.20%), (d). Hospitalized patients die off 1.923 people (0.23%), (e). Take long cared for 228.161 people (26.99%), (f). Quarter final patient hospitalized 876 people (0.11%), (g). Day care 291.689 people (34.51%), (h). New outpatient visits 69.263 people (8.19%), and (i). repeated outpatient visits 128.797 people (15.24%).

The success of an organization is determined by two main factors namely human resources and facilities and supporting infrastructure. Of two main factors, the human resources is the most important. The quality of human resources within the organization can be measured by the performance of employee, for example the level of productivity, absenteeism and deviant behavior. High level of productivity, lower absenteeism, and low deviant behavior indicated a high service performance.

Gibert (1977), defining performance as the ability of an employee to work in accordance duties and functions. Thus, the services performance of an employee can be measured
through the work, the results of the task, or the result of activities within a certain time.

The hospital as an organization that works to provide health care services to the community in the form of promotive, preventive, curative, and rehabilitative expected with optimally function. However, low levels of BOR (Bed Occupancy Rate) that achieved by hospitals in North Sulawesi can be used as illustration that the services performance of the relevant hospital low. From the perspective of human resources, leadership impact directly or indirectly on the performance of the service employees of the hospital. Indirectly, leadership skills can affect the performance of services through a hospital employee job satisfaction, organizational commitment and organizational citizenship behavior.

The Cortical Foundation

Leadership

Yukl (1989) explained that the leadership emerging among those that involve the use of influence, and are used to achieve the objective. Influence means, the relationship between people are not passive, and designed to achieve several objectives, including the outcome or the performance of services. Daft (2003) define leadership as the ability to influence people to achieve goals thus, the leadership has the characteristics of reciprocity, appeared atang the people, and activity different people from administrative work with paper or problem-solving activities and dynamic nature and involves the use of authority. (Kouzes and Posner (1990))

One of the main differences between the characteristic of managers and leaders with regard to the source of authority and level of fulfillment caused among his followers. Mintzberg (1983) explains that power is the ability that has the potential to influence the behavior of others. Power of manager coming from a position of individuals in an organizations. Leadership power comes from private sources that are not invested in the organizations, such as interests, goals, and personal values. Frech. Jr. and Raven (1960) describes five sources of power in the organization, namely: (a). Legitimate power comes from formal management position in the organization, (b). Reward power comes from the power to give an awards to someone else. (c). coercive power refers to the power to punish or recommending punishment. (d). Expert power derived from specialized knowledge or skills of a leader with regard to the task carried out by the followers, and (e). Referent power derived from the characteristics of a leader that evokes personality reactions introduction followers are most often caused by power experts and power of spur is commitment. Commitment means that employees will share viewpoints and leaders enthusiastically execute instructions.

Indicators of leadership measured in this study are: (a). Ability to inspire, (b). The ability to make employees perform, and (c). Capabilities in planning.

Job Satisfaction

Job satisfaction refers to an individuals general attitude towards work. A person with a high level of job satisfaction showed a positive attitude towards work. On the contrary, a person who is not satisfied with his work showed a negative attitude towards work. Robbins (2006) stated that job satisfaction is an expression of feelings and attitudes that positive and negative to his work. Wexley and Yukl (2005) define job satisfaction as workers feel the way a job. Luthaus (2006) states that job satisfaction is an emotional state that is happy or positive emotions derived from assessment work or someone work experience.

Hunter and Tietyen (1997) describes the impact of job satisfaction to loyalty and productivity of the organizations. Organ and Ryan (1995) states that perceived job satisfaction an employee is the basic of organization citizenship behavior. Which means, with the fulfillment of job satisfaction, the employee will work wholeheartedly and in turn increase the effectiveness of the organization itself. In accordance with purpose of research, measurement of job satisfaction are conducted using six indicators, namely: (a) The nature of the job self. (b) Conditions of employment, (c) Salaries and other wages. (d) Coworkers. (e) Safety and job secure, and promotion and punishment.

Organization Commitment

Organization commitment is a situation where an employee is favoring a particular organization and it's goals and desires. Robbins and Judge (2007) define organization commitment as a high job involvement and partiality of an individual to his work. Griffin (2004) explain that organizational commitment is an attitude that reflects the extent to which an individual knows and tied to the organizations. Which means, an individual who has committed is likely to see himself as a true member of the organization. Luthanus (2006) describes the organization’s commitment as a gesture reflecting employees' loyalty to his organization as well as a continuous process in which members express concern for organization, success and sustainable progress.

Mayer and Allen (1991) suggests three dimensions of organizational commitment that can be use as an indicator of an employee's responsibility towards the organization, namely: (a) Affective commitment referring to the emotional attraction, identification and high involvement of an employee of the organization due to his experience in the organization are consistent with expectations and basic needs can be satisfied. (b) Continuous commitment refers to the loss that will be felt in the employment or change jobs in other organizations, and, (c) Normative commitment refers to a feeling of obligation to remain in the organization because such action is the right thing to do.

Organization Citizenship Behavior (OCB)
A good Organizational Citizenship Behavior shown when employees want to do a extra -role performance than intra-role performance (Garay, 2006). Organ and Bateman calling extra-role performance with the term Organizational leadership Behavior. Mean while, George and Betten Kruse (1990) calling extra-role performance with Professional Behavior Organizations. Spector (2006) define OCB as behavior beyond the formal requirements of jobs that provide benefits to the organizations. Employees who demonstrate such behavior will benefit the organizations. Employees who demonstrate these behaviors contribute positively to the organization through behavior beyond the job description, as well as employees continue implement appropriate job responsibilities. Luthanus (2006) define OCB as behavior choice and individual initiative, not related to the reward system of formal organization but shows the effectiveness of the organizations. By Organ (1988), OCB consists of five dimensions: (a) Altruism, behavioral help ease the work targeted at individuals within the organization. (b) Courtesy to help a coworker prevent problems in connection with his employment by giving consultations and information and respect their needs. (c) Sport man ship, is tolerance at a less than ideal situation at work without complaining. (d) Civic victiano, that is involved in the organization's activities and care for the survival of the organizations, and (e) is doing things that benefits organizations such as compliance with regulatory organizations.

**Employee Service Performance**

Armstrong and Baron (1998) stated that the performance is doing the work and the result achieved form such work. The performance of which is an explanation of what is done and how to do things. Mangkunegara (2000) stated that the term of performance is derived form the actual job performance or the performance. Job performance can be interpreted as the actual performance or achievements achieved in executing duties in accordance with the responsibilities assigned to him. Veithzal and Rivai (2011) stating that the service performance can be measured by five factors: (a) Work quality, (b) Punctuality, (c) Reduction of losses, (d) Supervision needs and, (e) Interpersonal relations.

Baldauf et al (2001) in their study found that employees of the company's efforts to establish good relations with costumers will be able to improve the achievement of results obtained by these employees, and it turn can contributed to organizational effectiveness. Chang and Chen (1998) which examines that relationship between market orientation of service quality and corporate performance managed to show that the behavior of the employees service positively impact performance. Improvement of company, in particular the performance of the company's profitability.

**Conceptual Frame Work And Hypotheses**

**Conceptual Frame Work**

Conceptual frame work or theatrical framework is the foundation for a research. Conceptual framework is often also referred to as a research paradigm is built in the fro of a network of associations that are prepared, describe and elaboration logically about the causal relationship between the construct the research problem situations, and identified through a literature survey process and tracking the result of previous research.

![Conceptual Frame Work of the relationship between leadership, job satisfaction, organizational commitment, organizational citizenship behavior and hospital employee service performance.](image)

Formulation research paradigm or conceptual framework research as can be seen in Picture 1 indicates two things as follows: (a) Leadership directly positively and significantly affects the performance employees of public hospitals were type ( in Talaud Islands, North Sulawesi, and (b) Leadership indirectly, positively and significantly effects the performance employees of public hospitals were type C in Talaud Island, North Sulawesi.
Research Hypotheses

Based on a research conceptual framework as mention from Picture 1. The study attempt to test nine research hypotheses as the following:

Hypotheses 1: Leadership can affect directly, positively and significantly the hospital employee service performance.

Hypotheses 2: Leadership can affect indirectly, positively and significantly the hospital employee service performance through Organizational Commitment.

Hypotheses 3: Leadership can affect indirectly, positively and significantly the hospital employee service performance through Organization Commitment.

Hypotheses 4: Leadership can affect indirectly, positively and significantly the hospital employee service performance through Organizational Citizenship Behavior.

Hypotheses 5: Job satisfaction can affect positively and significantly hospital employee service performance.

Hypotheses 6: Job satisfaction can affect positively and significantly Organizational Citizenship Behavior.

Hypotheses 7: Organization Commitment can affect positively, and significantly the hospital employee service performance.

Hypotheses 8: Organization Commitment can affect positively, and significantly Organizational Citizenship Behavior.

Hypotheses 9: Organization Commitment behavior can affect positively, and significantly the hospital employee service performance.

Research Method

Research design is conclusive survey method Based on Cross sectional sample data to verify the research hypotheses. Leadership is identified as exogenous antecedent latent variable in the model. While job satisfaction, organizational commitment and organizational citizenship behavior are all identified as endogenous intervening latent variables. Finally, hospital employee service performance is identified as endogenous consequences latent variable.

The Unit Of Analysis

Opinion, motivation, perception and preference of individual civil servant employee of the type C Regency General Hospital in Talaud isle Regency, North Sulawes is used as a research unit of analysis.

Population and sample

Research population are include all civil servant employee working as hospital employee at the type C General Regency Hospital in the Regency of Talaud Isles, North Sulawesi a amounts of 130 employee. All of the 130 civil servant employee working at the hospital are taken as a research sample, Therefore, the research 14 samples are called no probability sampling design in which all of the 130 civil servant employee including as a sample members.

Measurement and Scaling

The measurement of respondent statement with in questionnaire are measured using a likert type scale with as rank scale standing for "agree" and 1 rank scale standing for "strongly disagree".

The Techque Of Analysis

Research analisis is used a structural equation modeling SEM technique to analyze the causality relationship of leadership an exogenous latent variable with job satisfaction, organizational commitment, and organization citizenship behavior as endogenous interpreting latent variables and hospital employee service performance as an endogenous consequences latent variable. Structural equation modeling analysis is supported By Amos software of 22.0 version and SPSS statistical application of 22.00 version.

Result

The Analysis of SEM Measurement Model

The objectives of the analysis of SEM measurement model is to verify the causality relationship between latent constructs of leadership, job satisfaction, organization Commitment, Organizational citizenship behavior and their attributes dimensions, their validities and reliabilities as a measurement tools toward each of their latent constructions. The constructs and their dimensions attributes are evaluated using the confirmatory factor analysis (CFA) techniques to verify the goodness of each of their indicator in describing each of their latent construct. Besides the 1st CFA ( First Order Confirmatory Analysis), the research is also used the second order confirmatory analysis supported By an Amos software and SPSS statistical techniques analysis.
The Contribution Of Indicators Variable

<table>
<thead>
<tr>
<th>No</th>
<th>Latent Variables</th>
<th>X1</th>
<th>X2</th>
<th>X3</th>
<th>X4</th>
<th>X5</th>
<th>X6</th>
<th>X7</th>
<th>X8</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Leadership</td>
<td>0.27</td>
<td>0.25</td>
<td>0.35</td>
<td>0.24</td>
<td>0.26</td>
<td>0.28</td>
<td>0.29</td>
<td>0.20</td>
</tr>
<tr>
<td>2</td>
<td>The ability to make employee do something</td>
<td>0.27</td>
<td>0.25</td>
<td>0.35</td>
<td>0.24</td>
<td>0.26</td>
<td>0.28</td>
<td>0.29</td>
<td>0.20</td>
</tr>
<tr>
<td>3</td>
<td>The opportunity to have their own opinion</td>
<td>0.27</td>
<td>0.25</td>
<td>0.35</td>
<td>0.24</td>
<td>0.26</td>
<td>0.28</td>
<td>0.29</td>
<td>0.20</td>
</tr>
<tr>
<td>4</td>
<td>The ability to give an inspiration</td>
<td>0.27</td>
<td>0.25</td>
<td>0.35</td>
<td>0.24</td>
<td>0.26</td>
<td>0.28</td>
<td>0.29</td>
<td>0.20</td>
</tr>
<tr>
<td>5</td>
<td>The ability to elaborate a better plan</td>
<td>0.27</td>
<td>0.25</td>
<td>0.35</td>
<td>0.24</td>
<td>0.26</td>
<td>0.28</td>
<td>0.29</td>
<td>0.20</td>
</tr>
<tr>
<td>6</td>
<td>The ability to live on</td>
<td>0.27</td>
<td>0.25</td>
<td>0.35</td>
<td>0.24</td>
<td>0.26</td>
<td>0.28</td>
<td>0.29</td>
<td>0.20</td>
</tr>
<tr>
<td>7</td>
<td>The ability to do their own job</td>
<td>0.27</td>
<td>0.25</td>
<td>0.35</td>
<td>0.24</td>
<td>0.26</td>
<td>0.28</td>
<td>0.29</td>
<td>0.20</td>
</tr>
<tr>
<td>8</td>
<td>The ability to do their own job</td>
<td>0.27</td>
<td>0.25</td>
<td>0.35</td>
<td>0.24</td>
<td>0.26</td>
<td>0.28</td>
<td>0.29</td>
<td>0.20</td>
</tr>
</tbody>
</table>

Table 4: The contribution of indicators variables toward the latent variable in SEM Measurement model

The information from Table 4 indicated the contribution of each manifest variable or indicator to each of their latent construct based on the greater smaller of the loading factor as mention in Table 3. Based on the greatness of loading factor of each indicator, he contribution of manifest variable or indicator to their latent variables can be explained as the following: a). The most contributor leadership success is the ability to market employee do something (0.973), followed by the ability to give an inspiration (0.734) and the ability in plan capabilities (0.731), b). The most contributor to employee job satisfaction is an employee associate (0.898) allowed by safeness in while place (0.858), the work it self (0.622), the supervision (0.690), working condition (0.476), and salary and other payment (0.428), c). the most contributor to employee commitment organization is continuance commitment (0.891), followed by normative commitment (0.741), and effective commitment (0.605), d). the most contributor to an employee to become organizational citizenship behavior is the employee opportunity to have their own opinion (0.725), employee initiative (0.513), employee participation (0.511), employee altruism (0.480), and employee rigidness (0.446), and e). the most contributor to hospital employee service performance is the effects of personal relationship (0.731), followed by working qualities (0.520), the supervision needs (0.493), time rigidly (0.405), and loose decrease (0.316).

The Structural Modal Causality Test

The objective of structural modal causality test is to measure and evaluate the degree and direction of latent exogenous construct of leadership affects the hospital employee service performance directly and indirectly. The results of structural modal causality test is shown in table 5, and can be explained as the following: a). there is no directly affects of leadership on hospital employee service performance, b). There is a positively and significantly affects of leadership toward employee job satisfaction, c). There is no affects of leadership on organizational commitment, d). There is no affect of leadership on organizational citizenship behavior, e). there is a positively and significantly affect of employee job satisfaction on organizational citizenship behavior, f). There is no affect of employee job satisfactory on hospital service performance, g). There is no affect of organizational commitment on organizational citizenship behavior, h). Three is no affect of organizational commitment on hospital employee service performance, and (e). There is positively and significantly affect of organizational citizenship behavior on hospital employee service performance.

Table 3: Standardized Regression Weight

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Estimate</th>
<th>C.R</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1</td>
<td>1.23</td>
<td>11.09</td>
</tr>
<tr>
<td>X2</td>
<td>0.97</td>
<td>10.90</td>
</tr>
<tr>
<td>X3</td>
<td>0.62</td>
<td>5.96</td>
</tr>
<tr>
<td>X4</td>
<td>0.42</td>
<td>5.31</td>
</tr>
<tr>
<td>X5</td>
<td>0.89</td>
<td>9.51</td>
</tr>
<tr>
<td>X6</td>
<td>0.86</td>
<td>9.35</td>
</tr>
<tr>
<td>X7</td>
<td>0.50</td>
<td>7.13</td>
</tr>
<tr>
<td>X8</td>
<td>0.65</td>
<td>7.06</td>
</tr>
<tr>
<td>X9</td>
<td>0.89</td>
<td>8.27</td>
</tr>
<tr>
<td>X10</td>
<td>0.74</td>
<td>6.91</td>
</tr>
<tr>
<td>X11</td>
<td>0.48</td>
<td>5.10</td>
</tr>
<tr>
<td>X12</td>
<td>0.46</td>
<td>4.81</td>
</tr>
<tr>
<td>X13</td>
<td>0.51</td>
<td>5.34</td>
</tr>
<tr>
<td>X14</td>
<td>0.72</td>
<td>5.32</td>
</tr>
<tr>
<td>X15</td>
<td>0.51</td>
<td>4.00</td>
</tr>
<tr>
<td>X16</td>
<td>0.49</td>
<td>3.91</td>
</tr>
<tr>
<td>X17</td>
<td>0.73</td>
<td>4.20</td>
</tr>
</tbody>
</table>
The result of structural model causality test mediated the that leadership has an ability to influence the hospital employee has an ability to influence the hospital employee service performance trough employee job satisfaction and employee organizational citizenship behavior.

**Discussion**

*Explanation Of SEM Estimation Toward Measurement Modal*

The research finding of SEM estimation toward measurement modal can be explained as the following: a). Leadership of the type C general regency hospital in Talaud is has regency, north Sulawesi can affects directly and indirectly the hospital employee more better performance by using the more better expert power and reference power, b). leadership of the type C general regency hospital in Talaud is has regency can affects employed job satisfaction trough the ability to create harmony relationship between employee and he or she employee associate, and stability of working condition, c). Leadership of the type C general regency hospital in Talaud is has regency can affect the employee organizational citizenship behavior by promoting personal pride of each employee, and e). Leadership of the type C general regency hospital in Talaud isles regency can affect the hospital employee service performance to more better quality by promoting personal relationship among employee with him the type (General Regency Hospital CRH).

*Explanation of SEM Estimation Toward Structural Model*

The research finding of SEM estimation toward structural model can be explained as the flowing : a). there is no directly causality relationship between leadership and hospital employee service performance of he type C general regency hospital in Talaud isles regency, North Sulawesi, and b). Leadership of the type C general regency hospital in Talaud isles regency has an ability to affect the hospital employee service performance to more better quality employee performance trough the create of more better employee job satisfaction and to create organizational citizenship behavior as organizational culture.

**Conclusions And Suggestions**

*Conclusions*

For the time being the leadership of the type C General regency hospital in Talaud I Isles Regency, North Sulawesi C an not affect directly towards a better hospital employee service performance. The leader ship can not also affect indirectly the better quality hospital employee service performance trough employee organizational commitment or trough employee organizational citizenship behavior. The only path or way for the leadership to create more better quality of hospital employee service performance is in the directly trough employee better job satisfaction and employee organizational citizenship behavior.

*Suggestions*

Leadership of the type C general regency hospital in Talaud isles regency, North Sulawesi can affect directly to a more better hospital service quality performance by promoting personal relationship among all employee by no exceptions. It is also suggests that leadership can. Affect to more better hospital employee service quality performance by promoting the employee continuance organizational commitment and employee self respect of organizational commitment and employee self respect of organizational citizenship behavior.

**REFFERENCES**


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