

THE INFLUENCE OF SERVANT LEADERSHIP AND ORGANIZATIONAL CLIMATE ON EMPLOYEE PERFORMANCE THROUGH AFFECTIVE COMMITMENT AS AN INTERVENING VARIABEL
(Study on Health Workers of Kumala Siwi Mijen Kudus Public Hospital)

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ABSTRACT

Hospital is an integral part of the entire health care system that serves patients with various types of services. Health problems have a big role in improving people's standard of living. The spearhead of the hospital, namely health workers, consists of various professions that work collaboratively. Health worker performance refers to the extent to which health workers carry out their roles based on work expertise and efficiently achieve hospital goals. This study aims to examine how the influence of servant leadership and organizational climate on employee performance through affective commitment as an intervening variable. The research study was conducted at Kumala Siwi Mijen Kudus Public Hospital.

The method used in this study is quantitative, namely using a representative sample to answer each statement submitted and using a questionnaire to collect research data. The research sample was 152 as health workers other than doctors at Kumala Siwi Mijen Public Hospital with a minimum working period of two years. The research analysis tool uses the AMOS 22.00 software with the SEM (Structural Equation Modeling) method.

The results showed that servant leadership had no significant effect on the performance of health workers with a p-value of 0.689 (H1 was rejected). There is a significant influence of organizational climate on the performance of health workers with a p-value of 0.006 (H2 accepted). There is a significant influence of servant leadership on affective commitment with a p-value of 0.001 (H3 accepted). There is a significant influence of organizational climate on affective commitment with a p-value of 0.022 (H4 accepted). There is a significant effect of affective commitment on the performance of health workers with a p-value of 0.025 (H5 accepted). The conclusion is that affective commitment can be a mediating variable between servant leadership on the performance of health workers with an indirect effect value of 0.120 compared to a direct effect of 0.066. Then affective commitment does not mediate between organizational climate and the performance of health workers because the value of the direct effect is 0.318 greater, compared to the indirect effect of 0.073.

KEYWORDS

Servant Leadership, Organizational Climate, Affective Commitment and Performance of Health Workers, Kumala Siwi Mijen Public Hospital

INTRODUCTION

As the main element in an institution, human resources play a very large role in efforts to achieve the goals set by the institution. The role of human resources then develops following the development of organizations, science and technology (Abdullah, 2017). Hospitals are an integral part of the overall healthcare system that serves patients with various types of services. Health problems have a big role in improving people's lives. To overcome these challenges, it is necessary to realize that the success of hospitals can be caused by the quality of human resources, so that human resources are seen as important assets and even an investment for hospitals if these personnel are skilled personnel (Widanianti & Suarjana, 2017).

Health worker performance refers to the extent to which health workers perform their roles based on work expertise and efficiently achieve hospital goals (Go-Kyung et al., 2007). The performance of health workers can be seen from the care of the services performed. The performance of health workers is increasingly important considering the increasing demand for health service needs from time to time (Barnes, 2022).

The Servant Leadership model approach is able to meet the demands in the workplace. When followers are given priority, they are more likely to be engaged and effective in their work. The leader plays the role of the person responsible for the organization's resources, both financial and other. They focus on what they expect from their followers without neglecting their expectations of performance achievements (Eva et al., 2019).

Spears (2010) identifies the characteristics of the Servant Leadership leadership model, which include listening, empathy, healing, awareness, persuasion, conceptualization, perspective, future, service, and commitment to human growth and community building. These characteristics encourage servant leaders to achieve goals and overcome challenges. Servant leadership is considered the best leadership model for healthcare organizations because it focuses on team strength, trust building, and is patient-oriented to needs.

In organizational behavior, organizational climate is one of the main concepts (Bahrami et al., 2016). Innovation and inspiration in organization can be formed if supported by the appropriate organizational climate. Therefore, leaders need to monitor the organizational climate in their organizations (Bahrami et al., 2016).

Research conducted by Muhtasom (Muhtasom et al., 2017), Parwati et al., (2020), Setyaningrum et al., (Setyaningrum et al., 2017), Retno et al., (Retno et al., 2020) and (Adelekan & Erigbe, 2020) shows that there is a significant positive influence between servant leadership on employee performance. However, the results of research by Kamanjaya (Kamanjaya et al., 2017), Rocco (2016), Lisbijanto & Budijanto (Lisbijanto & Budiyanto, 2014), and (Kamanjaya et al., 2017)(Lisbijanto & Budijanto, 2014)(Sihombing et al., 2018) showed different results. The research shows that the significant influence of servant leadership on employee performance is not greater than the influence of mediation. This shows that servant leadership has an influence on employee performance if there are variables that mediate the relationship between the two variables. In research conducted by Kamanjaya (Kamanjaya et al., 2017) the mediation variable used is organizational commitment. Lisbijanto & Budijanto (Lisbijanto & Budiyanto, 2014) used mediating variables of job satisfaction, while reward.

This research took the object of research at RSU Kumala Siwi Mijen Kudus, a private hospital located on Jl. Jeparo Km.6, Mijen Village, Kaliwungu District, Kudus Regency, Central Java. Health workers at RSU Kumala Siwi Mijen are grouped into 3 (three) service fields, namely the Field of Medical Services, the Field of Nursing and Midwifery, and the Field of Medical Support.

Literature Review

Attribution Theory

The attribution theory proposed by Kelly (1972) is a further development of the attribution theory proposed by Fritz Haider (1958). This theory explains the process by which we identify the reasons or motives behind a person's behavior. A healthy and positive organizational climate will create a positive work environment and can support the creation of maximum employee performance. Meanwhile, Affective Commitment can be categorized as Disposition attribution or internal causes that can trigger employee performance. Affective commitment arises in employees as an individual's emotional attachment to the organization. Employees who have affective commitment tend to do a better job, are more productive, and perform better at their jobs. This reason then underlies the idea that attribution theory is relevant to be used to examine the problems in this study.

Health Workforce Performance

The performance of health workers in hospitals is a support for health services provided to patients for treatment, so that the performance of health workers becomes an important factor in hospitals as part of the service process to the community. The performance of health workers is important to assess because it aims to understand the shortcomings of the performance that has been done so that it can open room for improvements to the quality / quality and efficiency of hospitals (Sari, 2018).

Servant Leadership

Robert K. Greenleaf first introduced servant leadership in 1970. This leadership model talks about how leaders make a positive impact on organizations when they start with an attitude of serving and encouraging service (Greenleaf, 1977). In this study, Servant Leadership is defined as a leadership approach that is realized through one-on-one priorities with individual needs, and follower interests (Liden et al., 2015). This approach is a manifestation of concern for oneself, concern for others in the organization and the larger community (Liden et al., 2015).

Organizational Climate

Organizational climate reflects staff behavior and feelings towards their workplace (Bahrami et al., 2016). The creation of a positive work climate is the key to organizational success and progress and is very important to achieve the best work outcomes of health workers (Kaseem, 2015). Mentioned several factors that contribute to a favorable climate and affect the performance of health workers. i.e. work facilitation, concern for people team building, decision making, participation, communication, customer service, quality, staff,/ doctor relations and compensation (Abdullah Mohamed & Gaballah, 2018).

Affective Commitment

Affective commitment is described as a decision made by employees to stay with the organization, because they believe that their personal values have similarities with the values and goals of the organization. Employees also have a desire to assist the organization in achieving its goals. In short, if an organization is able to select employees with the same high value as they have, it will make employees highly committed to the organization (Allen & Meyer, 1991). From some of the definitions above, it can be concluded that affective commitment is related to emotional, identification, and employee involvement in an organization.

The Influence of Servant Leadership on Employee Performance

Servant leadership is the best model for healthcare organizations because it focuses on team strength, trust development, and is patient-oriented (Trastek et al., 2014). Servant Leaders

have a strong mind and heart that is able to serve their subordinates (Mustard, 2020). In this study, the students referred to were health workers in hospitals. Thus, servant leadership can help improve hospital performance. In healthcare organizations, the quality of performance depends largely on the quality of each professional working in them (Gaspar et al., 2021). Based on the explanation of the theory and the relationship between the variables described above, the hypotheses proposed in this study are:

H: Servant Leadership has a positive effect on employee performance

The Effect of Organizational Climate on Employee Performance

Suliman and Isles (2000) stated that organizations that have a positive work climate can increase employee effectiveness. This same view was conveyed by Bahramia et al., (Bahrami et al., 2016). Chahal et al., (2012) stated that a good work climate shows staff loyalty and their work efficiency to their organization. In certain studies, researchers have found a relationship between organizational climate and employee performance (Heyart, 2011). Based on the explanation of the theory and the relationship between the variables described above, the hypotheses proposed in this study are:

H: Organizational Climate positively affects Employee Performance.

The Influence of Servant Leadership on Affective Commitment

Positive relationships are found and substantiated from various empirical studies related to servant leadership and organizational commitment (Liden et al., 2008, Eisenberger et al., 2010). Employees recognize their leadership role as a representation of the organization (Eisenberger et al., 2010; Tremblay et al., 2017) and reciprocate the behavior of servant leaders through positive attitudes and behaviors toward the organization. (Lemoine et al., 2019; Liden et al., 2008; (Liden et al., 2015). As a result, when serving leaders show a positive interest in the growth, development, and well-being of followers, followers will reciprocate by expressing commitment and support for the organization (Eva et al., 2019; Liden et al., 2015); Newman et al., 2018). Based on previous theoretical and empirical discussions, this study proposes the following hypotheses:

H3: Servant Leadership positively affects Commitment Affective

The Effect of Organizational Climate on Affective Commitment

Affective commitment to the organization represents a person's emotional bond and attachment to the organization (Meyer & Allen, 1997). Committed employees have improved performance (both in roles and extra roles), as well as lower absenteeism and intent to leave the organization (lower actual turnover; Mathieu & Zajac, 1990; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). As a result, organizations are more likely to retain employees who are committed to the organization.

The shared meaning that climate creates helps employees to interpret events and makes certain aspects of their work environment more prominent by helping employees to prioritize certain policies and practices over others. Based on previous theoretical and empirical discussions, this study proposes the following hypotheses:

H4: Organizational Climate positively affects Affective Commitment.

Effect on Affective Commitment to Employee Performance

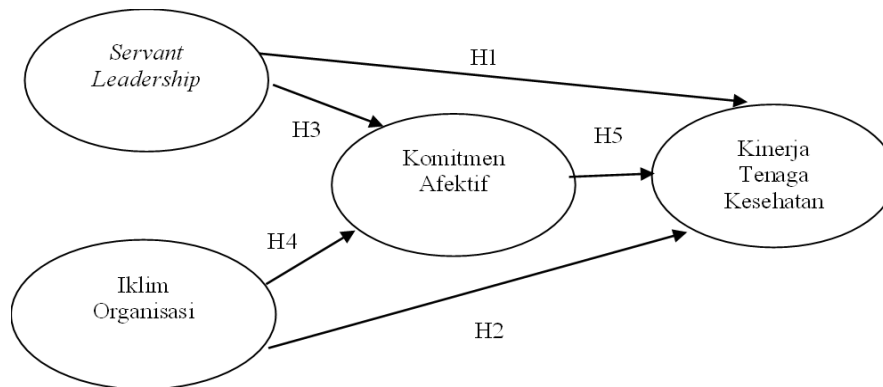
Affectionist-committed employees tend to do their jobs better and be more productive (Meyer and Herscovitch, 2001; Meyer et al., 2002; Riketta, 2002). Based on the explanation of

the theory and the relationship between the variables described above, the hypotheses proposed in this study are:

H5: Affective Commitment has a positive effect on employee performance.

Theoretical Framework of Thought

Figure 1 Theoretical Framework



METHOD

This study uses quantitative methods, Primary data in this study was obtained by researchers as original data collected according to research objectives by conducting surveys or observations at RSU Kumala Siwi Mijen.

The population in this study was health workers other than doctors at RSU Kumala Siwi Mijen with a minimum working period of two years totaling 152 people. These criteria are taken assuming that in the minimum service period of two years employees have known and understood the job description and the existing organizational climate. A sample required is a minimum of 100 people. In this study, the entire population was sampled using census techniques.

At the initial stage, the questionnaire that had been made was tested (pilot study) first to 30 respondents. Furthermore, the results of the pilot study (trial) measured validity and reliability. If the respondent's responses obtained are proven to be valid and reliable, then the research instrument (questionnaire) made is valid and can be distributed Data analysis is carried out using SEM (Structural Equation Modelling) with the AMOS 22.0 program.

When there are estimated results that are not unique. So there is a way to identify the problem (Browne and Cudeck in Ferdinand, 2014), namely: (Ferdinand, 2014)

- a. Different string values will be reestimated. If the models are not convergent at some point then there is a problem of assumptions.
- b. The model is estimated and then the number of coefficients will be determined, if there is a fit index changes then there is an identification problem.

**Tabel 1
Goodness of Fit Index**

Goodness of Fit Index	Cut – off Value
X ² - Chi Square	< df, =0,05α
Significance Probability	≥ 0,05
RMSEA	≤ 0,08
GFI	≥ 0,09

AGFI	≥ 0,09
TLI	≥ 0,95
CMN/DF	≤ 2,00
CFI	≥ 0,95

Measurement

To conduct this study, we conducted quantitative data processing with the help of Sofwahare AMOS 22.00 to test the influence of each research variable used in this study, test research hypotheses, theoretical implications, managerial implications and research conclusions. The subjects / respondents of this study are health workers except doctors at RSU Kumala Siwi Mijen with a minimum working period of two years. From the results of the distribution of questionnaires carried out, as many as 152 samples have provided answers to each question item given by researchers starting from October 18 to January 2023. The census method is used in determining research samples, where the entire population is used as a sample with a minimum working period of two years.

Descriptive Analysis of Research

The Likert scale used in determining the scoring of this study is 1 to 7. A score of 1 indicates the minimum score and a scale of 7 indicates the maximum score. Determination of the lowest index value by means of 100, namely (percentage) $\times 1 / 7 = 14.28$, then determined the range of 100 value minus $14.28 = 85.71$ which is then divided into 3 to determine the criteria of the three box method known results of 28.57. Interpretation of the index value is as follows.

Table 2
Index Number Results

Index Value Range (%)	Index Interpretation	Value
14.28 – 42.85	Low	
42.86 – 71.43	Keep	
71.44 – 100	Tall	

Source: primary data processed, 2023

Index Number Calculation

Calculate anindex developed with the aim of knowing the perception of each respondent towards the research variables used. The index number is calculated using the formula:

$$\text{Index Value} = ((\% F1x1) + (\% F2x2) + (\% F3x3) + (\% F4x4) + (\% F5x5) + (\% F6x6) + (\% F7x7)) / 7$$

Respondents' Perceptions of Servant Leadership

Invariabel Servant Leadership measured using 7 indicators, namely Emotional Healing, Creating Value For The Community, Conceptual Skills, Empowering, Helping Subordinates Grow And Succeed, Putting Subordinates First and Behaving Ethically, from each respondent's response regarding the perception of each question will be explained with results The calculation of the index value is as follows.

Table 3
Servant Leadership Variable Index

Indicator		TS	S	TS	S	S	ml	Index			
Emotional Healing	Frequency	,0	,0	,0	,0	0,3	8,6	1,2	00	2,99	8
	Weight	,0	,0	,0	,0	51,3	51,3	8,3	80,9		
Creating Value For The Community	Frequency	,0	,0	,0	,0	7,1	6,6	4,3	00	6,18	8
	Weight	,0	,0	,0	,9	5,5	39,5	70,4	03,3		
Conceptual Skills	Frequency	,0	,0	0	,7	5,7	0,7	3,0	00	5,15	8
	Weight	,0	,0	,0	,6	28,3	03,9	61,2	96,1		
Empowering	Frequency	,0	,0	,0	,7	3,7	3,3	2,4	00	5,34	8
	Weight	,0	,0	,0	,6	18,4	19,7	56,6	97,4		
Helping Subordinates Grow And Succeed	Frequency	,0	,0	,0	,0	0,3	2,0	7,8	00	3,93	8
	Weight	,0	,0	,0	,0	51,3	11,8	24,3	87,5		
Putting Subordinates First	Frequency	,0	,0	,0	,7	8,9	2,6	7,8	00	3,93	8
	Weight	,0	,0	,0	,6	44,7	15,8	24,3	87,5		
Behaving Ethically	Frequency	,0	,0	,0	,0	3,7	9,2	7,1	00	4,77	8
	Weight	,0	,0	,0	,0	18,4	55,3	19,7	93,4		
Average Index value										4,61	8
Category											Tingi

Source: primary data processed, 2023

Based on the calculation of the average index value of respondents' answers to Servant Leadership is known to be 84.61, these results can be concluded that as health workers at RSU Kumala Siwi Mijen Kudus Regency answer at the high category level in Servant Leadership in the hospital environment. Of the seven indicators that have a dominant value is Creating Value For The Community at 86.18 and the one with the lowest value of respondents' answers to servant leadership is Emotional Healing at 82.99.

Respondents' Perceptions of the Organizational Climate

Organizational Climate is measured using 8 dimensions namely Structure, Motivation, Communication, Identity, Rewards, Recognition, Affiliation and Support consisting of 32 indicators (research questions), from each respondent's response regarding perception.

Table 4
Organization Climate Variable Index

Dimension	Indicator		STS	TS	ATS	N	AS	S	SS	Jml	Index	
Structure	Know the purpose, goals and objectives of the company.	Frequency	0,0	0,0	0,0	0,0	25,7	53,3	21,1	100	85,06	
		Weight	0,0	0,0	0,0	0,0	128,3	319,7	147,4	595,4		
	Knowing the duties and responsibilities is clear.	Frequency	0,0	0,0	0,0	0,0	21,1	57,9	21,1	100	85,71	
		Weight	0,0	0,0	0,0	0,0	105,3	347,4	147,4	600,0		
	Participate in task sharing arrangements.	Frequency	0,0	0,0	0,0	0,7	15,8	59,2	24,3	100	86,75	
		Weight	0,0	0,0	0,0	2,6	78,9	355,3	170,4	607,2		
	Know the system of reporting achievements, problems in work.	Frequency	0,0	0,0	0,0	0,0	22,4	56,6	21,1	100	85,53	
		Weight	0,0	0,0	0,0	0,0	111,8	339,5	147,4	598,7		
	Motivation	Satisfied with the work done	Frequency	0,0	0,0	0,0	1,3	46,7	41,4	10,5	100	80,17
			Weight	0,0	0,0	0,0	5,3	233,6	248,7	73,7	561,2	
		The work environment supports work.	Frequency	0,0	0,0	0,0	20,4	37,5	40,1	2,0	100	74,81
			Weight	0,0	0,0	0,0	81,6	187,5	240,8	13,8	523,7	
Get fair treatment at work.		Frequency	0,0	0,0	0,0	1,3	36,8	53,9	7,9	100	81,20	
		Weight	0,0	0,0	0,0	5,3	184,2	323,7	55,3	568,4		
Superiors are always motivated to do tasks.		Frequency	0,0	0,0	0,0	0,0	29,6	61,8	8,6	100	82,71	
		Weight	0,0	0,0	0,0	0,0	148,0	371,1	59,9	578,9		
Communication		There is good communication between employees and superiors.	Frequency	0,0	0,0	0,0	0,7	40,8	56,6	2,0	100	79,98
			Weight	0,0	0,0	0,0	2,6	203,9	339,5	13,8	559,9	
		There is good communication between colleagues.	Frequency	0,0	0,0	0,0	15,8	42,8	40,8	0,7	100	75,19
			Weight	0,0	0,0	0,0	63,2	213,8	244,7	4,6	526,3	
	Accustomed to communicating to superiors about ideas, suggestions.	Frequency	0,0	0,0	0,0	0,7	38,8	59,2	1,3	100	80,17	
		Weight	0,0	0,0	0,0	2,6	194,1	355,3	9,2	561,2		
	The superior gives orders clearly and accurately.	Frequency	0,0	0,0	0,0	0,7	40,1	57,9	1,3	100	79,98	
		Weight	0,0	0,0	0,0	2,6	200,7	347,4	9,2	559,9		

The Influence Of Servant Leadership And Organizational Climate On Employee Performance Through Affective Communication As An Intervening Variabel (Study on Health Workers of Kumala Siwi Mijen Kudus Public Hospital)

Dimension	Indicator		STS	TS	ATS	N	AS	S	SS	Jml	Index	
Identity	Feel an important part of the company I work for.	Frequency	0,0	0,0	0,0	0,7	29,6	54,6	15,1	100	83,46	
		Weight	0,0	0,0	0,0	2,6	148,0	327,6	105,9	584,2		
	Realizing my contribution in achieving company goals	Frequency	0,0	0,0	0,0	0,7	25,7	50,7	23,0	100	85,15	
		Weight	0,0	0,0	0,0	2,6	128,3	303,9	161,2	596,1		
	Enjoy the work you have.	Frequency	0,0	0,0	0,0	15,8	34,9	35,5	13,8	100	78,20	
		Weight	0,0	0,0	0,0	63,2	174,3	213,2	96,7	547,4		
	Feel connected to the company's vision, mission and philosophy.	Frequency	0,0	0,0	0,0	1,3	23,0	57,9	17,8	100	84,59	
		Weight	0,0	0,0	0,0	5,3	115,1	347,4	124,3	592,1		
	Appreciation	The compensation received is in accordance with performance.	Frequency	0,0	0,0	0,0	1,3	33,6	50,7	14,5	100	82,61
			Weight	0,0	0,0	0,0	5,3	167,8	303,9	101,3	578,3	
Be well paid for the performance performed.		Frequency	0,0	0,0	0,0	0,0	18,4	57,2	24,3	100	86,56	
		Weight	0,0	0,0	0,0	0,0	92,1	343,4	170,4	605,9		
The salary obtained is sufficient, in accordance with expectations and needs.		Frequency	0,0	0,0	0,0	0,0	27,0	53,3	19,7	100	84,68	
		Weight	0,0	0,0	0,0	0,0	134,9	319,7	138,2	592,8		
Salary is greater than employees at other companies in the same position.		Frequency	0,0	0,0	0,0	0,0	34,9	52,0	13,2	100	82,61	
		Weight	0,0	0,0	0,0	0,0	174,3	311,8	92,1	578,3		
Confession		The superior gives recognition for the effort made in the work.	Frequency	0,0	0,0	0,0	0,0	22,4	70,4	7,2	100	83,55
			Weight	0,0	0,0	0,0	0,0	111,8	422,4	50,7	584,9	
	Received praise for the work in recent weeks.	Frequency	0,0	0,0	0,0	0,0	27,6	65,1	7,2	100	82,80	
		Weight	0,0	0,0	0,0	0,0	138,2	390,8	50,7	579,6		
	Always get recognition for a job well done.	Frequency	0,0	0,0	0,0	0,0	29,6	62,5	7,9	100	82,61	
		Weight	0,0	0,0	0,0	0,0	148,0	375,0	55,3	578,3		
	The employer recognizes the rights and dignity of employees.	Frequency	0,0	0,0	0,0	0,0	25,0	67,1	7,9	100	83,27	
		Weight	0,0	0,0	0,0	0,0	125,0	402,6	55,3	582,9		
	Affiliate	My coworkers appreciate me	Frequency	0,0	0,0	0,0	0,0	23,7	59,9	16,4	100	84,68
			Weight	0,0	0,0	0,0	0,0	118,4	359,2	115,1	592,8	
Superiors are tolerant when they make work mistakes.		Frequency	0,0	0,0	0,0	0,0	26,3	61,2	12,5	100	83,74	
		Weight	0,0	0,0	0,0	0,0	131,6	367,1	87,5	586,2		
Help each other with colleagues in carrying out work.		Frequency	0,0	0,0	0,0	30,3	26,3	31,6	11,8	100	75,00	
		Weight	0,0	0,0	0,0	121,1	131,6	189,5	82,9	525,0		
Superiors help in doing work.		Frequency	0,0	0,0	0,0	0,0	34,9	50,0	15,1	100	82,89	
		Weight	0,0	0,0	0,0	0,0	174,3	300,0	105,9	580,3		
Backing Supervisors help solve problems arising in work		Frequency	0,0	0,0	0,0	0,0	22,4	53,3	24,3	100	86,00	
		Weight	0,0	0,0	0,0	0,0	111,8	319,7	170,4	602,0		

Dimension	Indicator	STS	TS	ATS	N	AS	S	SS	Jml	Index	
	The employer provides the necessary information to the boss to perform the job.	Frequency	0,0	0,0	0,0	0,0	15,8	57,2	27,0	100	87,31
		Weight	0,0	0,0	0,0	0,0	78,9	343,4	188,8	611,2	
	The boss considers the ideas and suggestions given.	Frequency	0,0	0,0	0,0	19,1	21,7	42,1	17,1	100	79,61
		Weight	0,0	0,0	0,0	76,3	108,6	252,6	119,7	557,2	
	Confidently notify superiors when problems arise.	Frequency	0,0	0,0	0,0	0,0	15,8	65,1	19,1	100	86,18
		Weight	0,0	0,0	0,0	0,0	78,9	390,8	133,6	603,3	
Average Index value										82,59	
Category										Tall	

Source: primary data processed, 2023

Based on the calculation of the average index value of respondents' answers to the Organizational Climate of 82.59, it can be concluded that as a health worker at Kumala Siwi Mijen Hospital, Kudus Regency answers at the high category level in the Organizational Climate in the workplace. The indicator value that has the highest answer is that the superior provides the information needed to do the job which is an indicator of the **Support** dimension of 87.31. Then the lowest indicator value of the **Motivation** dimension, namely the work environment supports work by 74.81.

Respondents' Perceptions of Affective Commitment Variables

Affective Commitment is measured using 5 indicators, namely loyalty, pride in the organization where you work, taking part in organizational development, considering the organization to be the best, and emotionally attached to the organization where you work.

Table 5
Affective Commitment Variable Index

Indicator	STS	TS	ATS	N	AS	S	SS	Jml	Index	
Loyalty	Frequency	0,0	0,0	0,7	5,9	40,1	49,3	3,9	100	78,57
	Weight	0,0	0,0	2,0	23,7	200,7	296,1	27,6	550,0	
Be proud of the organization where you work.	Frequency	0,0	0,0	0,7	10,5	40,8	41,4	6,6	100	77,54
	Weight	0,0	0,0	2,0	42,1	203,9	248,7	46,1	542,8	
Take part in the development of the organization.	Frequency	0,0	0,0	0,7	3,3	46,1	46,1	3,9	100	78,48
	Weight	0,0	0,0	2,0	13,2	230,3	276,3	27,6	549,3	
Considers his organization to be the best.	Frequency	,0	0,0	0,0	7,2	57,9	32,9	2,0	100	75,66
	Weight	0,0	0,0	0,0	28,9	289,5	197,4	13,8	529,6	
Emotionally attached to the organization he works for.	Frequency	,0	0,0	0,0	4,6	39,5	46,7	9,2	100	80,08
	Weight	0,0	0,0	0,0	18,4	197,4	280,3	64,5	560,5	
Average Index value									78,06	
Category									Tall	

Source: primary data processed, 2023

From the calculation of the average index value of respondents' answers to the Affective Commitment is known to be 78.06, it can be concluded that as a health worker at RSU Kumala Siwi Mijen Kudus Regency answers at the high category level of the Affective Commitment which is in the hospital where you work. Of the five indicators that have a dominant value are emotionally attached to the organization where he works at 80.08 and the one with the lowest value of respondents' answers to Affective Commitment is Considers his organization to be the best at 75.66.

Respondents' Perceptions of Health Worker Performance Variables

The Health Workforce Performance variable is measured using 3 dimensions, namely Task Performance, Contextual Performance and Counterproductive Work Behavior consisting of 18 indicators (questions).

Table 6
Health Workforce Performance Variable Index

Dimension	Indicator		STS	TS	ATS	N	AS	S	SS	Jml	Index
Task Performance	Get the job done	Frequenc y	0,0	0,0	0,0	0,0	30,3	64,5	5,3	100	82,14
		Weight	0,0	0,0	0,0	0,0	151,3	386,8	36,8	575,0	
	Working Quantity	Frequenc y	0,0	0,0	0,0	0,0	38,8	58,6	2,6	100	80,55
		Weight	0,0	0,0	0,0	0,0	194,1	351,3	18,4	563,8	
	Quality of Work	Frequenc y	0,0	0,0	0,0	0,0	27,0	60,4	12,6	100	83,66
		Weight	0,0	0,0	0,0	0,0	134,9	362,5	88,2	585,6	
	Work accurately and neatly	Frequenc y	0,0	0,0	0,0	0,0	31,6	65,1	3,3	100	81,67
		Weight	0,0	0,0	0,0	0,0	157,9	390,8	23,0	571,7	
	Planning and organizing	Frequenc y	0,0	0,0	0,0	0,0	42,8	53,3	3,9	100	80,17
		Weight	0,0	0,0	0,0	0,0	213,8	319,7	27,6	561,2	
	Extra tasks	Frequenc y	0,0	0,0	0,0	0,7	30,3	63,8	5,3	100	81,95
		Weight	0,0	0,0	0,0	2,6	151,3	382,9	36,8	573,7	
Effort	Frequenc y	0,0	0,0	0,0	0,7	38,2	54,6	6,6	100	81,02	
	Weight	0,0	0,0	0,0	2,6	190,8	327,6	46,1	567,1		
Initiative	Frequenc y	0,0	0,0	0,0	13,8	19,7	55,9	10,5	100	80,45	
	Weight	0,0	0,0	0,0	55,3	98,7	335,5	73,7	563,2		
Enthusiasm	Frequenc y	0,0	0,0	0,0	13,8	14,5	60,5	11,2	100	81,30	
	Weight	0,0	0,0	0,0	55,3	72,4	363,2	78,3	569,1		
Attention to tasks	Frequenc y	0,0	0,0	0,0	1,3	28,3	59,9	10,5	100	82,80	
	Weight	0,0	0,0	0,0	5,3	141,4	359,2	73,7	579,6		
Tenacity	Frequenc y	0,0	0,0	0,0	0,7	29,6	63,8	5,9	100	82,14	
	Weight	0,0	0,0	0,0	2,6	148,0	382,9	41,4	575,0		
Contextual Performance	Extra tasks	Frequenc y	0,0	0,0	0,0	0,7	30,3	63,8	5,3	100	81,95
		Weight	0,0	0,0	0,0	2,6	151,3	382,9	36,8	573,7	
Effort	Initiative	Frequenc y	0,0	0,0	0,0	13,8	19,7	55,9	10,5	100	80,45
		Weight	0,0	0,0	0,0	55,3	98,7	335,5	73,7	563,2	
Enthusiasm	Attention to tasks	Frequenc y	0,0	0,0	0,0	13,8	14,5	60,5	11,2	100	81,30
		Weight	0,0	0,0	0,0	55,3	72,4	363,2	78,3	569,1	
Attention to tasks	Tenacity	Frequenc y	0,0	0,0	0,0	1,3	28,3	59,9	10,5	100	82,80
		Weight	0,0	0,0	0,0	5,3	141,4	359,2	73,7	579,6	
Tenacity	Extra tasks	Frequenc y	0,0	0,0	0,0	0,7	29,6	63,8	5,9	100	82,14
		Weight	0,0	0,0	0,0	2,6	148,0	382,9	41,4	575,0	

Dimension	Indicator		STS	TS	ATS	N	AS	S	SS	Jml	Index
	Creativeness	Frequency	0,0	0,0	0,0	30,9	39,5	27,0	2,6	100	71,62
		Weight	0,0	0,0	0,0	123,7	197,4	161,8	18,4	501,3	
	Effective communication	Frequency	0,0	0,0	0,0	0,7	37,5	53,3	8,6	100	81,39
		Weight	0,0	0,0	0,0	2,6	187,5	319,7	59,9	569,7	
	Complain	Frequency	0,0	0,0	0,0	0,0	40,9	52,5	6,6	100	80,81
		Weight	0,0	0,0	0,0	0,0	204,6	315,0	46,1	565,7	
	Perform tasks incorrectly	Frequency	0,0	0,0	0,0	0,0	40,9	51,2	7,9	100	81,00
		Weight	0,0	0,0	0,0	0,0	204,6	307,1	55,3	567,0	
Counterproductive Work Behaviour	Insulting or gossiping coworkers about	Frequency	0,0	0,0	0,0	0,0	34,3	59,7	5,9	100	81,65
		Weight	0,0	0,0	0,0	0,0	171,7	358,4	41,4	571,6	
	Argue with colleagues	Frequency	0,0	0,0	0,0	0,0	32,9	61,8	5,3	100	81,77
		Weight	0,0	0,0	0,0	0,0	164,5	371,1	36,8	572,4	
	Abusing privileges	Frequency	0,0	0,0	0,0	0,0	41,6	51,8	6,6	100	80,81
		Weight	0,0	0,0	0,0	0,0	207,9	311,1	46,1	565,0	
Average Index value											80,93
Category											Tall

Source: primary data processed, 2023

The result of the calculation of the average index value of respondents' answers to the Performance of Health Workers is known to be 81.19, which can be concluded that as health workers at RSUD Kumala Siwi Mijen Kudus Regency answered at the level of high category on Health Worker Performance. The indicator value that has the highest answer is Work Quality which is a dimension of **Task Performance** of 83.66. Then the lowest indicator value of health worker performance comes from the **Contextual Performance** dimension, namely Creativity of 71.62.

Validity Test

The validity test on each item of the research variable statement Servant Leadership, Organizational Climate, Affective Commitment and Health Worker Performance each showed an r-count value > r-table of 0.374 so that it can be concluded that all statement items are valid and can measure each research variable.

Reliability Test

Table 7
Reliability Test

Variable	Cronbach's Value	Alpha	Information
Servant Leadership	0,775		Reliable
Organizational Climate	0,742		Reliable
Affective Commitment	0,763		Reliable
Health Workforce Performance	0,739		Reliable

Source: primary data processed, 2022

Uji reliability variable value of Servant Leadership is 0.775, Organizational Climate value is 0.742, Affective Commitment value is 0.763 and Health Worker Performance has a value of 0.739. All research variables have met the assumption of Cronbach's Alpha value above 0.7, it is concluded that all variables have good reliability.

Research Hypothesis Conclusion

In the test a structural model assumption has been fulfilled, further testing each hypothesis from this study. If there is a p-value < 0.05 and a critical ratio (CR) value of >1.96, there is a significant influence between the research variables and the hypothesis can be accepted. The conclusion of the hypothesis is presented below.

Table 8
Research Hypothesis Conclusion

Research Hypothesis	C.R.	P	Hypothesis Conclusion
H1 : Servant Leadership has a direct impact on the performance of health workers	0,401	0,689	Rejected
H2: Organizational Climate has a positive impact on the performance of health workers.	2,759	0,006	Acceptable
H3 : Servant Leadership has a positive impact on Affective Commitment	3,198	0,001	Acceptable
H4 : Organizational Climate has a positive influence on Affective Commitment	2,286	0,022	Get Accepted
H5 : Affective Commitment has a positive impact on the Performance of Health Workers	2,236	0,025	Get Accepted

RESULTS AND DISCUSSION

Servant Leadership does not have a significant effect on the Performance of Health Workers at RSU Kumala Siwi Mijen

Servant leadership does not have a significant effect in improving the performance of health workers at RSU Kumala Siwi Mijen. This means that servant leadership in the hospital does not have a significant impact on improving the individual performance of each health worker. Servant leadership in question is where the leadership style that exists within the Kumala Siwi Wijen General Hospital must prioritize the services provided by the hospital to patients by cooperating well with subordinates so that the decisions that will be taken for an important policy are in nature joint decisions that are known by all.

Organizational Climate has a significant effect on the Performance of Health Workers at RSU Kumala Siwi Mijen

Organizational Climate has proven to have a significant effect in improving the Performance of Health Workers at RSU Kumala Siwi Mijen. Good organizational climate conditions in hospitals have a significant impact on improving the performance of health workers. The organizational climate in Kumala Siwi Mijen Hospital greatly influences employees in understanding the norms that exist in the work environment, so that each employee is able to understand the tasks given and can adjust at work.

Servant Leadership has a significant positive effect on Affective Commitment at RSU Kumala Siwi Mijen

Servant leadership has proven to have a significant effect in increasing Affective Commitment at RSU Kumala Siwi Mijen. The good servant leadership that has been running

at Kumala Siwi Mijen Hospital will increase the affective commitment of each individual health worker so that it will have an impact on improving employee performance.

It is known that the results of data processing the loading factor value of the servant leadership indicator are indicator X1.1 (Emotional Healing) of 0.749, indicator X1.4 (Empowering) of 0.749, indicator X1.5 (Helping Subordinates Grow And Succeed) of 0.687, indicator X1.6 (Putting Subordinates First) of 0.809, indicator X1.7 (Behaving Ethically) of 0.743. Of the five indicators, the highest value is Putting Subordinates First and the lowest indicator value is Helping Subordinates Grow And Succeed, this means that Kumala Siwi Mijen General Hospital needs to maintain and manage well from Putting Subordinates First Which means that the leader must prioritize subordinates in terms of personal interests, for example, the leave rights owned by each subordinate must be well accommodated by the leader and other matters concerning the interests of his subordinates. Then referring to the indicator value that has a low value from servant leadership is Helping Subordinates Grow And Succeed, meaning that the responsibility of the leader in terms of helping subordinates grow and succeed needs to be considered more intensely to every health worker at RSU Kumala Siwi Mijen, for example, providing opportunities to be in charge of duties and giving promotions when they can carry out their duties well by achieving predetermined targets.

Organizational Climate has a significant influence on the Affective Commitment at RSU Kumala Siwi Mijen

Known as a result of processing data on the loading factor value of organizational climate indicators consisting of 8 dimensions and 27 indicators that are proven to measure its construct, it is known that the value of the indicator that has the highest value is X2.1 (Knowing the purpose, goals and objectives of the company) of 0.928 which is the dimension of the Structure and the lowest indicator value is X2.5 (Satisfied with the work done) of 0.617 which is the dimension of Motivation, This means that Kumala Siwi Mijen General Hospital needs to maintain and manage well the knowledge of every health worker about the Vision, Mission, goals, goals and objectives of the Hospital by often providing socialization on every short-term and long-term achievement target. Then referring to the value of indicators that have a low value from the organizational climate is Satisfied with the work done, meaning that the current conditions that need to be improved by hospital management are job satisfaction from every health worker working at Kumala Siwi Mijen Hospital by paying attention to safety at work, salary in accordance with the workload, Career opportunities and facilities that exist in the workplace that will also have an impact on improving employee performance.

Affective Commitment has a significant positive influence on the Performance of Health Workers at RSU Kumala Siwi Mijen

It is known that the results of data processing the loading factor value (estimate) of the affective commitment indicator are Y1.1 (Loyalty) of 0.660, indicator Y1.2 (Proud of the organization where they work) of 0.805, indicator Y1.3 (contributing to organizational development) of 0.701, indicator Y1.4 (Assuming the organization is the best) of 0.743, and indicator Y1.5 (Emotionally attached to the organization he works for) of 0.805. It is known from the five indicators that the highest value is the indicator of Pride in the organization where he works and emotionally attached to the organization where he works, both indicators have the same value and the lowest indicator value is Loyalty. By referring to the highest indicator value, health workers working at RSU Kumala Siwi Wijen have felt proud and have a strong emotional attachment at work, which means that this must continue to be maintained by hospital management because every employee who feels proud and emotionally good at the organization tends to have good performance. Then the indicator value that has a low value is loyalty, meaning that the hospital needs to increase the loyalty of every health worker, in this case an effort to make employees feel fulfilled in the existing facilities at work, work benefits

in accordance with the specified load, a comfortable and conducive working atmosphere and the salary received is greater than working in other hospitals.

CONCLUSION

The conclusion of the study is presented as follows: 1) Servant leadership did not have a significant effect on the performance of health workers with a coefficient value of 0.075 and a p-value of 0.689. Servant leadership that already exists at RSU Kumala Siwi Mijen does not have a significant impact in improving the performance of health workers. 2) The organizational climate has a significant effect on the performance of health workers with a coefficient value of 0.357 and a p-value of 0.006. The organizational climate at RSU Kumala Siwi Mijen can directly improve the performance of health workers. 3) Servant leadership has a significant positive effect in increasing affective commitment with a coefficient value of 0.437 and a p-value of 0.001. Servant leadership that already exists at RSU Kumala Siwi Mijen will have an impact in increasing the affective commitment of each individual health worker, thus impacting on increased performance. 4) The organizational climate has a significant positive effect on affective commitment with a coefficient value of 0.266 and a p-value of 0.022. The good climate of the organization at RSU Kumala Siwi Mijen will have a positive impact in increasing the affective commitment of each health worker. 5) Affective commitment has a significant positive effect on the performance of health workers with a coefficient value of 0.309 and a p-value of 0.025. The performance of health workers at RSU Kumala Siwi Mijen can increase if affective commitment has been achieved from each individual employee.

Conclusions on Research Problems :

The Influence of Servant Leadership on Health Worker Performance through Affective Commitment : The performance of health workers at RSU Kumala Siwi Mijen can be improved by maintaining and improving the attitude of servant leadership possessed by each leader. When the servant leadership model applied by a leader in a hospital will lead to affective commitment from each health worker so that it has an impact on improving the performance of health workers. Servant leadership can improve the performance of health workers through affective commitment because it is known that indirect influence is greater than direct influence. With the highest loading factor value of servant leadership is the X1.6 (Putting Subordinates First) indicator of 0.809. This proves that the leader in the hospital has and must put the interests of all people first in terms of the leader's personal interests. Every subordinate certainly has rights and obligations where a leader must pay attention to it.

Climate Influence Organization Can Directly Improve the Performance of Health Workers : Affecting the organizational climate can directly improve the performance of health workers because it is known that direct influences are greater than indirect influences. With the highest loading factor value of the organizational climate is X2.1 (Knowing the purpose, goals and objectives of the company) of 0.928 which is a dimension of the Structure. This means that Kumala Siwi Mijen General Hospital needs to maintain the knowledge of every health worker about the Vision, Mission, goals, goals and objectives of the Hospital by often providing socialization on every short-term and long-term achievement target.

Future Research Agenda: Referring to the limitations of researchers for future research activities that need to be considered, among others. 1) There needs to be a need for the development of variables in predicting the performance of health workers, by taking many quality references by looking for what factors can predict the performance of health workers

as mentioned in the limitations of the study. 2) To obtain accuracy from the data collected and make it easier to obtain data, it is recommended that future samples be focused on sample representatives from several health workers who are in each installation in the hospital.

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