

The Effect of Leadership and Innovation on Performance of Employees of Kendari and Bau-Bau Health Centers in Southeast Sulawesi, Indonesia

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Abstract

Improving the quality of health services at the Public Health Center (Puskesmas) is deemed important. The leadership, innovation and commitment of all structure and functional elements mainly for health workers may contribute to the performance. This study enrolled 108 employees of Program Coordinator at 42 Puskesmas consisting of 15 of Health Centers in Kendari City and 17 Health Centers in Bau-Bau City in Southeast Sulawesi Province. This was quantitative explanatory research using a cross-sectional survey method. Data collection techniques were carried out by questionnaires and analyzed using Structural Equation Model (SEM) based on WarpPLS approach. The results indicate that commitment plays a role in mediating the influence of leadership on employee performance and the influence of innovation on the performance of Puskesmas employees in Southeast Sulawesi Province. This study also found commitment can mediate the influence of leadership and innovation on employee performance.

Keywords: Commitment, Leadership, Innovation and Performance of Public Health Center

1. INTRODUCTIONS

The results of previous research by Adya H. and Nasharuddin (2017), Unna Ria Safitri (2016), and Farid & Noermijati (2015) found there are still gaps or contradictory that leadership has no significant effect on employee performance. This gap may cause by the diversity of dimensions of leadership and employee performance measurement, the object being researched, analytical methods, the number of samples, and the theoretical are used.

The research from Chan (2006) found that high commitment from group members will provide energy and motivate them to work better. The problem of violating the rules, such as absenteeism, leading to discharge and resignation, is a lack of commitment to the company or organization. This study clearly shows that employees who have organizational commitment have a positive influence.

The research gap in this study is in line with previous research conducted by Maryam Al-Sada et al. (2017) and Peter Lok and John

Crawford (2003). Supportive leadership has a significant effect on organizational commitment. However, in another study conducted by Zelvia (2015), the results differed. Innovative culture and supportive leadership style did not significantly affect organizational commitment. Huey (2009) and Jerry and Sherley (2014) also reported the same results. Therefore, it is important to examine further the theory of innovative culture, supportive leadership, and organizational commitment.

The most successful implementation occurs when innovative performance is integrated into the workplace, generates maximum personal and organizational benefits, and minimizes personal and organizational difficulties in terms of time and cost. This condition is supported by organizational readiness, a supportive leadership pattern, and users who can accept it well. The focus of customer attention on change will affect customer acceptance of the change. Each customer will consider the gain

effect of the change, the benefits of the change, the impact of running the organization, etc.

According to previous gaps, the research would re-examine and explain the influence of the leadership dimension on programmer performance. The researchers are interested and inspired to conduct further research, especially on Southeast Sulawesi Provincial Health Center employees. In addition, the results of theoretical studies, previous research studies, and phenomena that influence leadership dimensions to improve the performance of the Southeast Sulawesi Provincial Health Center are still being debated. For this reason, this study will research the role of commitment in mediating the effect of leadership and innovation on the performance of public health center employees in Southeast Sulawesi Province.

2. MATERIALS AND METHODS

2.1 Study design

This was quantitative explanatory research using cross-sectional survey method (Uma Sekaran, 2006) to examine causal relationship between organization innovation

and commitment, leadership, and performance conducted in 42 public health centers in Kendari city and Bau-bau city, Southeast Sulawesi, Indonesia.

2.2 Participants

The population is Program Coordinators at 42 Puskesmas (15 from Kendari 17 from Bau-Bau) with a total of 352 people. The sampling procedure used Slovin method (Usman and Abdi, 2008). The sample collected was 108 people.

Data analysis

Data analyzed using Structural Equation Model (SEM) based on WarpPLS approach. The procedure in testing the hypothesis is by comparing the value of T-count or T-statistics with T-table. In addition, it also be examine using the p-value with 5% error estimate (or 95% confidence interval) (Hair et al., 2016).

3. RESULTS AND DISCUSSION

Based on bootstrapping process as shown in Figure 1, the direct effect of coefficient values in this research model was simplified in table 1 and table 2.

Figure 1. *Bootstrapping Model*

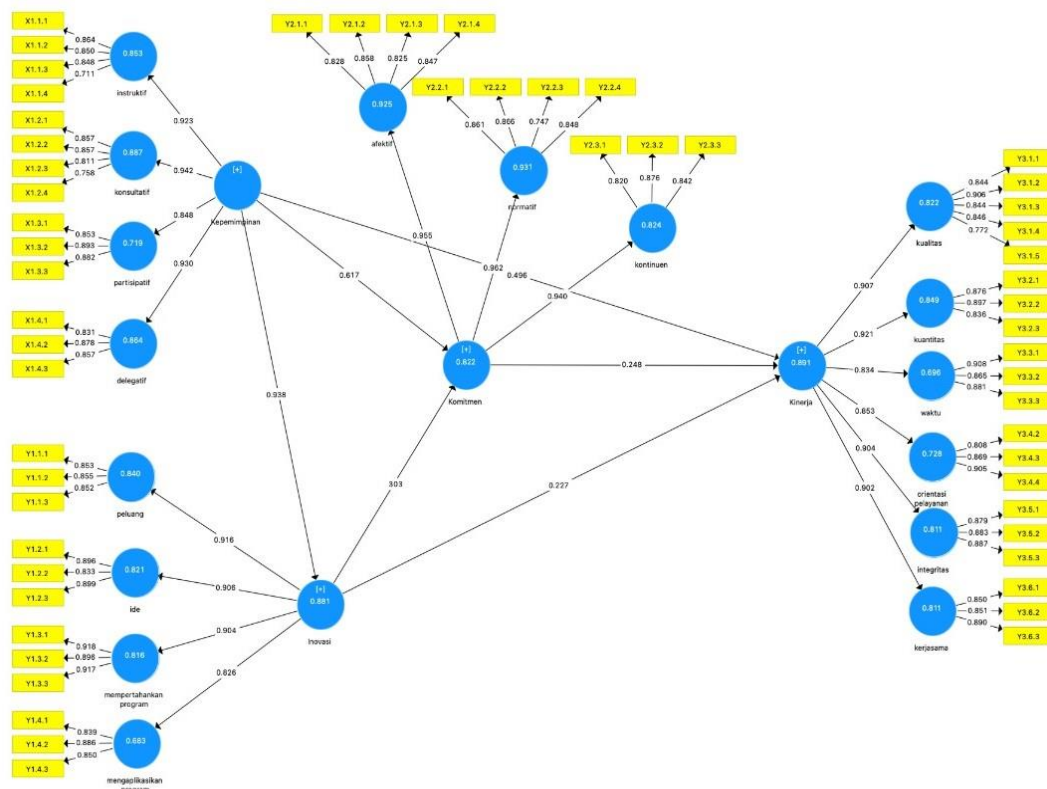


Table 2. Path Coefficients (Mean, STDEV, t-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t Statistics (O/STDEV)	P Values
Leadership → Commitment	0.617	0.615	0.129	4.763	0.000
Leadership → Innovation	0.938	0.935	0.023	40.996	0.000
Leadership → Performance	0.496	0.501	0.113	4.376	0.000
Innovation → Commitment	0.303	0.301	0.131	2.305	0.022
Innovation → Performance	0.227	0.223	0.107	2.121	0.034
Commitment → Performance	0.248	0.245	0.075	3.295	0.001

Table 3. Hypothesis testing (t-table)

Hipotesis	Original Sample (O)	Sample Mean (M)	t Statistics	t Table	Keterangan
Leadership → Commitment	0.617	0.615	4.763	1.983	t-statistic > t-table
Leadership → Innovation	0.938	0.935	40.996	1.983	t-statistic > t-table
Leadership → Performance	0.496	0.501	4.376	1.983	t-statistic > t-table
Innovation → Commitment	0.303	0.301	2.305	1.983	t-statistic > t-table
Innovation → Performance	0.227	0.223	2.121	1.983	t-statistic > t-table
Commitment → Performance	0.248	0.245	3.295	1.983	t-statistic > t-table

Table 2 and Table 3 show that all path constructions were statistically significant particularly for main hypothesis testing Leadership → Performance (p-value <0.001), Innovation → Commitment (p=0.022), and innovation → performance (p=0.034).

According to Hair et al. (2016), testing the mediating effect between the variables in this study can be examined by using the value in the Specific Indirect Effect Table and the p-value in the Total Indirect Effect Table.

Table 4. Indirect Effect

Jalur Mediasi	Specific Indirect Effects
Leadership → Commitment → Performance	0.153
Innovation → Commitment → Performance	0.075

Table 5. Total Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership → Performance	0.153	0.150	0.054	2.822	0.005
Innovation → Performance	0.075	0.074	0.041	1.813	0.070

Table 4 and Table 5 show that commitment only mediate the variables of leadership on performance ($p=0.005$) but not the role of innovation on performance ($p=0.070$).

The leadership of the head of Public Health Center (Puskesmas) has a positive and significant effect on employee performance. Thus, the better the leader's leadership, the better the employee's performance. The innovation of Puskesmas employees has a positive and significant effect on their commitment and performance; therefore, the increase of employees' innovation will increase the commitment and performance. The results in Tables 4 and 5 can also be interpreted that employee commitment has a significant influence to become a mediator variable on the impact of leadership on employee performance. Therefore, organizational commitment has a significant influence on being a mediator variable on the effect of innovation on employee performance. As well as the good working environment (Mallongi, et al, 2018; Posmaningsih et.al, 2018)

4. CONCLUSIONS AND RECOMMENDATIONS

Commitment plays a role in mediating the influence of leadership on employee performance and the influence of innovation on the performance of Puskesmas employees in Southeast Sulawesi Province. This study also found commitment can mediate the influence of leadership and innovation on employee performance. It is recommended to increase the work commitment of employees as it can increase the performance by produce employee self-involvement in the organization through emotional attachment to the organization and always feeling happy to work at the Southeast Sulawesi Provincial Health Center.

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