



## An Analysis of The Effect of Organizational Climate, Compensation, and Leadership Style on Employee Performance at Pelni Hospital Jakarta

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### Abstract:

This study aims to determine how the influence of organizational climate, compensation, and leadership style on employee performance at PELNI Hospital Jakarta. The research method used in this research is descriptive research method with a quantitative approach. The population of this research is 1,428 employees of PELNI Hospital Jakarta, with the sample studied is 312 employees. The research hypothesis was tested using the Structural Equation Model (SEM) approach using SmartPLS (Partial Least Square) 3.0. The results showed that organizational climate, compensation, and leadership style, either partially or simultaneously, had a positive and significant effect on employee performance. This means that, among the ways for PELNI Hospital management to be able to further improve the performance of its employees, namely by creating and maintaining a conducive organizational climate, providing better compensation, and implementing a more mature leadership style.

**Keywords:** Organizational Climate, Compensation, Leadership, Employee Performance.

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## INTRODUCTION

As we know, in early to mid-2021 the number of Covid-19 sufferers in Indonesia, especially in Jakarta, is quite high, this causes visits to polyclinics to decrease, because people in general are still reluctant to go to hospitals or the majority of them do online consultations. The number of Covid-19 sufferers which gradually decreased from September to October 2021 again increased the number of polyclinic patients along with the increasing sense of security in the community to be able to return to the hospital. This situation is supported by the graphic data above, where there has been a significant increase in the number of patients since September and October 2021. On the other hand, changes in the types of patients being hospitalized have also occurred, from previously dominated by Covid-19 patients, currently PELNI Hospital only serves non-Covid-19 patients.

This situation is a challenge for the company to be able to adapt quickly to changing conditions that occur, where this can only be supported if the employees can provide good performance, so that the company can agilely follow up on these changes with policies that are fully supported by the government employees.

The issue of employee performance or human resources is one of the important things for the progress of a company organization (Lahadalia, 2015). To face global competition as it is today, hospitals must have more qualified human resources. Human resources in the organization are an important aspect that determines the effectiveness of an organization (Rivai, 2015). Organizations must invest in human capital by carrying out human resource management functions in a professional manner (Gaol, 2014). Human resources are an important asset of the company because of their role as the subject of implementing policies and company operational activities (Amarsyah, 2020). Company resources such as capital, methods, machines, and others, will not provide optimum results if they are not supported by human resources who have optimal performance.

One of the important elements in an organization is the organizational climate. Creating an organizational climate that is able to bring its members to improve performance in order to achieve organizational goals is not an easy thing. This is because basically humans have different behavioral characteristics according to the level of their needs. If there is a difference or gap between the wishes of members (employees) and the wishes of the leadership regarding the perceived and expected organizational climate, then this will allow the creation of job dissatisfaction from members, so that it can lead to abuse of rights and obligations which ultimately results in organizational/company goals not being fulfilled effectively. Organizational climate problems vary in each organization, including at PELNI Hospital, due to differences in hospital characteristics and individual factors within the organization.

Structuring a conducive organizational work climate needs to be created so that employees can work effectively and efficiently. Creating a work atmosphere that can encourage employees to do their best is necessary for a leader. Good leadership will have an impact on high employee performance. Leadership is the ability to inspire others to work together as a group in order to achieve a common goal. Supervision is assistance from the leadership or person in charge of employees aimed at the development of employees in achieving work goals. Various studies on leadership have been conducted, as explained by Toha (2000), that leadership has more influence on the effectiveness of nurses' performance at the Harapan Kita Hospital, Jakarta. Then reinforced by researcher Wijono (1997), that transformational leadership has a positive effect on employee performance in service companies. The results of these studies show that transformational leadership is a determining factor in creating positive organizational performance, without being limited by culture and type of organization.

## **RESEARCH METHOD**

The research method used in this research is descriptive research method with a quantitative approach. Descriptive according to Sugiyono (2016: 11) is research conducted to find out the value of variables, either one or more variables, without making comparisons or connecting one variable to another. While the notion of quantitative according to Sugiyono (2016: 13) is research that emphasizes analysis on numerical data (numbers) that are processed by statistical methods.

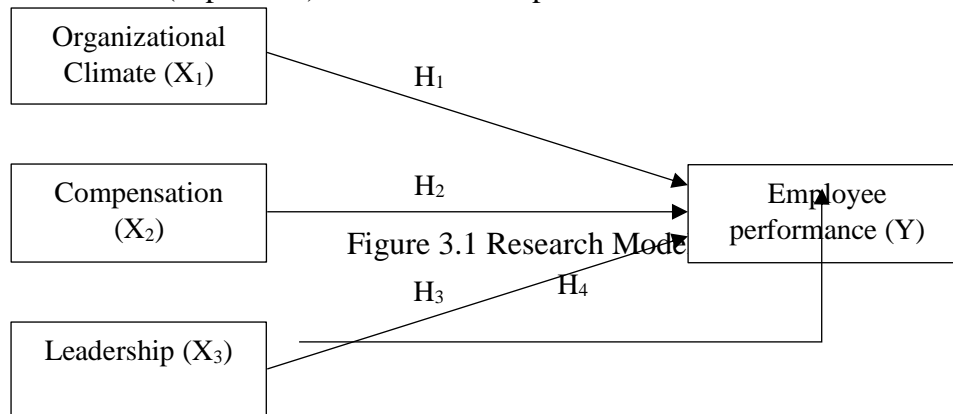
The technique of collecting data by means of a questionnaire is a data collection technique by asking a list of questions to those who are directly related to the problem to be studied and filled in by the respondents themselves. Questionnaires were distributed to employees at PELNI Hospital.

According to Sugiyono (2016: 151) population is a generalization area consisting of objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then drawn conclusions. The population in this study were 1,428 employees.

Determination of the number of samples is strongly influenced by many factors, including research objectives. From a population of 1,428 people, the sample was taken based on the Slovin formula (Riduwan, 2010).

The object of this research is the employees of PELNI Hospital, which is located at Jalan K. S. Tubun number 92-94, Slipi Village, Palmertah District, West Jakarta, Special Capital Region of Jakarta.

The model used in this study consists of the independent variable (independent), and the dependent variable (dependent) which can be explained as follows:



Operational variables are scientific information that is very helpful for other research that wants to help with the same research (Sugiyono, 2016). Operational variables show the indicators that will be used to measure the variables in detail.

The data used in this study is primary data, namely data obtained directly through surveys by distributing questionnaires to respondents and collecting questionnaire results. In the measurement, a Likert scale is used which is a format that can be used to determine or determine the value of the four variables. The applications used from the instrument are: 1) Strongly Agree, 2) Agree, 3) Disagree, 4) Disagree, and 5) Strongly Disagree. Then determine the relative importance of the five answers that can affect the respondent's perception, namely: Strongly Agree (5), Agree (4), Disagree (3), Disagree (2), and Strongly Disagree (1).

The descriptive statistical analysis carried out aims to provide an overview of the general picture of the data obtained. Descriptive statistical analysis includes the minimum, maximum, average (mean), and standard deviation values related to the data as answers to questions contained in the research instrument.

The research hypothesis was tested using a Structural Equation Model (SEM) approach using SmartPLS (Partial Least Square) 3.0. PLS is a component-based or variance-based structural equation model (SEM). According to Ghazali (2014) PLS is an alternative approach that shifts from a covariance-based SEM approach to a variance-based approach. Covariance-based SEM generally tests causality/theory, while PLS is more of a predictive model. PLS is a powerful analytical method (Wold, 1985 in Ghazali, 2014) because it can be applied to all data scales, does not require many assumptions and the sample size does not have to be large.

The reflexive indicator model was developed based on classical test theory which assumes that the variation in construct measurement scores is a function of the true score plus error. The characteristics of the reflective indicator model are:

1. The direction of the causality relationship seems to be from constructs to indicators.
2. Between indicators are expected to be correlated (have internal consistency reliability).

3. Eliminating one indicator from the measurement model will not change the meaning and significance of the construct.
4. Calculating the measurement error (error) at the indicator level

Constructs with formative indicators have composite characteristics, as used in the economic literature, namely the index of sustainable economics welfare, the human development index, and the quality of life index. The origins of the formative model can be traced back to the “operational definition”, and based on the operational definition, it can be stated appropriately using the formative or reflexive model. If describes a latent variable and x is an indicator, then :  $\eta = x$ . Therefore, in the formative model, the composite variable seems to be influenced (determined) by the indicator. So the direction of the causal relationship seems to be from indicators to other variables.

The characteristics of the formative indicator model are:

1. The direction of causality is as if from indicators to constructs.
2. Between indicators are assumed to be uncorrelated (no internal consistency test or Cronbach's Alpha is needed).
3. Eliminating one indicator results in changing the meaning of the construct.
4. The measurement error is placed at the construct level (zeta).

In the analysis using PLS there are two things that need to be done, namely:

A. Assessing the outer model or measurement model

1. Outer model with reflexive indicators

There are three criteria to assess the outer model, namely Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between item scores/component scores calculated by PLS. Individual reflexive measures are said to be high if they correlate more than 0.70 with the construct being measured. However, according to Chin (1998) cited by Ghazali (2014) for research in the early stages of developing a measurement scale for loading values of 0.5 to 0.6 is considered sufficient. Discriminant Validity of the measurement model with reflexive indicators is assessed based on Cross Loading measurements with constructs. If the construct's correlation with the measurement item is greater than the size of the other constructs, it means that the latent construct predicts the size of their block better than the size of the other blocks.

Another method to assess Discriminant Validity is to compare the Root Of Average Variance Extracted (AVE) value of each construct with the correlation between the construct and other constructs in the model. If the AVE value of each construct is greater than the correlation value between the construct and other constructs in the model, it is said to have a good Discriminant Validity value (Fornell and Larcker, 1981 in Ghazali 2014). The following is the formula for calculating AVE.

$$AVE = \frac{\sum \lambda_i^2}{\sum \lambda_i^2 + \sum \delta_{error}^2}$$

Where  $\lambda_i$  is component loading to indicator to  $\text{var}(\lambda_i) = 1 - \delta_i^2$ . If all indicators are standardized, then this measure is equal to the Average Communalities in the block. Fornell and Larcker (1981) in Ghazali (2014) state that this measurement can be used to measure the reliability of latent variable component scores and the results are more conservative than composite reliability. It is recommended that the AVE value should be greater than 0.50. Composite reliability indicator block that measures a construct can be evaluated with two kinds of measures, namely internal consistency developed by Wert et al. (1979) in Ghazali (2014) and Cronbach Alpha. By using the output produced by PLS, Composite reliability can be calculated by the formula.

$$\rho_c = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + \sum Var(\epsilon_i)}$$

Where  $\lambda_i$  is the component loading to the indicator and  $var(\epsilon_i) = 1 - \lambda_i^2$ . Compared to Cronbach Alpha, this measure does not assume tau equivalence between measurements assuming all indicators are weighted the same. So that Cronbach Alpha tends to lower bound estimate reliability, while  $\rho_c$  is a closer approximation with the assumption that parameter estimation is accurate.  $\rho_c$  as a measure of internal consistency can only be used for reflective construct indicators. A variable has good composite reliability if it has Composite Reliability 0.7, although it is not an absolute standard.

## 2. Outer model dengan indikator formatif

The outer model with formative indicators is evaluated based on its substantive content, namely by comparing the statistical significance of the estimated weight values. According to Ghazali (2014) constructs with formative indicators cannot be analyzed by looking at convergent validity and composite reliability. Because the formative construct is basically a regression relationship from the indicator to the construct, the way to assess it is by looking at the value of the regression coefficient and the significance of the regression coefficient.

Ghozali (2014) also states that formative indicators do not have a reliability test and validity test, but it can be done by looking at the t-statistical value whether it is significant or not with bootstrapping calculations. Chin (1998) in Ghazali (2014) suggests using the weight of each indicator as a criterion for assessing how much the indicator contributes to the construct. If the weight value for the formative indicator is significant, it indicates that the indicator contributes to the formation of the construct.

### B. Assessing the Inner Model or Structural Model

Testing of the inner model or structural model is carried out to see the relationship between the construct, significance value and R-square of the research model. The structural model was evaluated using R-square for the dependent construct, Stone-Geisser Q-square test for predictive relevance and t-test as well as the significance of the coefficients of structural path parameters. In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether they have a substantive effect. The effect of the magnitude of  $f^2$  can be calculated by the following formula.

$$f^2 = \frac{R^2_{included} - R^2_{excluded}}{1 - R^2_{included}}$$

Where  $R^2_{included}$  and  $R^2_{excluded}$  is the R-square of the dependent latent variable when the latent variable predictor is used or excluded in the structural equation.

In addition to looking at the R-square value, the PLS model is also evaluated by looking at the Q-Square predictive relevance for the construct model. Q-Square predictive relevance measures how well the observed values are generated by the model and also the estimated parameters. a Q-Square predictive relevance value greater than 0 indicates that the model has predictive relevance, while a Q-Square predictive relevance value less than 0 indicates that the model lacks predictive relevance. Q-Square. formula.

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_p^2)$$

is the R-square of the endogenous variable in the interpretation model equal to the coefficient of total determination in the path analysis

$$R_1^2, R_2^2 \dots R_p^2$$

A hypothesis is a temporary conclusion that must be proven true or it can be said as a tentative proposition about the relationship between two or more variables. Before testing the hypothesis, it is necessary to know the null hypothesis (H<sub>0</sub>) and the alternative hypothesis (H<sub>a</sub>).

## **RESEARCH RESULTS AND DISCUSSION**

### **A. The Effect of Organizational Climate on Employee Performance**

Based on the results of the study, the t-value of  $4.069 > 1.96$  means that the organizational climate has a positive and significant effect on employee performance. This means that if the organizational climate has increased, the performance of employees will also increase. The path coefficient is 0.232, which means that the contribution of the influence of organizational climate to employee performance is 23.2% and the remaining 76.8% are other factors not investigated.

The most dominant dimension that reflects the organizational climate is responsibility with a loading factor value of 0.801. This indicates that responsibilities such as providing responsibilities that must be fulfilled by employees and giving responsibilities according to the abilities of employees. Responsibilities assigned to employees according to these abilities can improve the organizational climate and affect employee performance.

Organizational climate is an employee's perception of the quality of the organization's internal environment which is relatively perceived by members of the organization which will then influence their next behavior (Lussier, 2010: 486). Meanwhile, employee performance is the employee's ability to perform certain skills. Employee performance is very necessary, because with this performance it will be known how far their abilities are in carrying out the tasks assigned to them (Sinambela, 2016: 480).

The problem of organizational climate varies in each organization, including at PELNI Hospital, due to differences in hospital characteristics and individual factors within the organization. A good organizational climate can create high performance for employees, such as the clarity of the task structure that makes employees clearly aware of what their duties and authorities are, openness between employees, employee responsibilities for the work given, work environment and participation that cares about employees. circumstances, appropriate or fair remuneration/salary, the presence of a leader's attitude according to the wishes of employees.

This is in accordance with research conducted by Susanti (2018), Yulihardi and Akmal (2019), Safitri, Husniati, and Permadhy (2021), and Junnah et al. (2021) which states that organizational climate has a significant effect on employee performance.

### **B. Effect of Compensation on Employee Performance**

Based on the results of the study, the t-value of  $2.873 > 1.96$  means that compensation has a significant and positive effect on employee performance. This means that the better the compensation given, the higher the employee's performance. If the compensation given to employees decreases, the employee's performance also decreases. The path coefficient is 0.174, which means that the contribution of compensation to employee performance is 17.4% and the remaining 82.6% are other factors not examined.

The most dominant dimension that reflects the compensation is direct compensation with a loading factor value of 0.917. This indicates that direct compensation such as salary and appropriate incentives are needed by employees. Direct compensation provided by the company such as salary and incentives that match employee needs can increase compensation and affect employee performance.

Compensation is all income of employees or employees in the form of money or goods, directly or indirectly, received by employees in return for services provided to the company (Hasibuan, 2016: 118). In general, an organization or company in obtaining and/or retaining qualified employees is carried out through the provision of compensation or the provision of

attractive remuneration for employees. Compensation can be provided in financial and non-financial forms. Compensation provided by the company is in accordance with the laws and regulations and even more attractive can make an employee feel excited, more comfortable and safe at work because their needs and welfare are guaranteed and fulfilled. Providing good compensation can improve employee performance.

This is in accordance with research conducted by Ramli (2018), Naidu and Satyanarayana (2018), Wijaya, Fauzi, and Fajrillah (2020), and Hidayat (2021) which states that compensation has a significant effect on employee performance.

### C. The Influence of Leadership Style on Employee Performance

Based on the results of the study, the t-value of  $8.779 > 1.96$  means that leadership style has a significant and positive effect on employee performance. This means that the better the leadership style applied, the higher the employee's performance. On the other hand, if the leadership style is not good, the employee's performance will decrease. The path coefficient is 0.511, which means that the contribution of leadership style influence to employee performance is 51.1% and the remaining 48.9% is another factor not investigated.

The most dominant dimension that reflects the leadership style is the Laissez Faire style with a loading factor value of 0.818. This indicates that the application of the Laissez Faire style such as giving authority to employees and providing freedom in innovation and creativity is needed by employees. The application of Laissez Faire leadership style can improve leadership style and affect employee performance.

Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader (Rivai, 2015: 42).

An effective leadership style is leadership that is adjusted to the maturity level of subordinates who will be influenced by a leader. The leadership style that is applied properly by the leaders makes subordinates able to work more comfortably, comply with regulations, work according to targets, feel safe and have high enthusiasm at work. This situation can make employee performance increase.

The results of this study support research conducted by Ariyani, Aini, and Tjahtjono (2016), Rantetampang and Lumbantobing (2016), Agustin (2016), Susanti (2018), Baig et al. (2019), and Wijaya, Fauzi, and Fajrillah (2020) which state that leadership style has a significant effect on employee performance.

## CONCLUSION

Based on the findings from the research results and the explanations in the previous chapters, the following conclusions can be drawn: There is a positive and significant effect of organizational climate on the performance of the employees of PELNI Jakarta Hospital. This means that the higher the organizational climate, the higher the employee's performance. There is a positive and significant effect of compensation on the performance of the employees of PELNI Hospital in Jakarta. This means that the higher the compensation given, the higher the employee's performance. There is a positive and significant influence of leadership style on the performance of PELNI Hospital Jakarta employees. This means that the higher the leadership style, the higher the employee's performance. There is a simultaneous influence of organizational climate, compensation, and leadership style on the performance of PELNI Jakarta Hospital employees.

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