

# Effect of Transformational Leadership Style and Career Development on the Performance of Health Workers with mediated by Commitment Factor

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## Abstract

**Objective:** The study aimed to examine the effect of transformational leadership style and career development on the performance of health workers mediated by the commitment of health workers at the MRCCC Siloam Hospital, Jakarta. **Method:** This study uses associative quantitative methods, namely research using path analysis models and hypotheses. The population of this study was all health workers at the MRCCC Siloam Hospital, Jakarta, which found 689 people. The sample selection used a non-probability sampling technique with a purposive sampling method based on the slovin sample formula. There were 88 respondents. Data collection techniques were carried out by distributing questionnaires through google Forms and collecting journals and supporting book variables. The data analysis technique uses the SEM-PLS equation model. **Result:** The results showed that simultaneously leadership style and career development significantly affect the performance and commitment of health workers at the MRCCC Siloam Hospital, Jakarta. Transformational leadership style and career development partially have a significant effect on the commitment and performance of health workers. Transformational leadership style has a significant impact on the performance of health workers mediated by the commitment of health workers. Career development has a significant effect on performance judged by the commitment of health workers.

**Keywords:** transformational leadership style, career development, performance, and commitment

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## INTRODUCTION

One of the hospitals that continues to be committed to providing the best service is the MRCCC Siloam Jakarta Hospital, located at Jl. Garrison in No. 2-3 Semanggi, 12930, is the first private hospital in Indonesia that specializes in treating cancer.

To provide the best service, professional health workers are needed. The performance of health workers in 2019 was 72.34%, then in 2020, it became 67.50%, and in 2021 the performance of health workers decreased again to 62.60%. The decline in performance indicates that there are problems with health workers that arise from patients or the hospital environment, such as conditions where there is a less harmonious environment between health workers and management. In addition, it can also be seen from the lack of enthusiasm for health workers to provide new ideas to improve performance.

The role of leadership is essential in influencing employee performance. The quality of the leader is often considered the most critical factor in the success or failure of an organization. A study has proven that transformational leadership style influences employee performance (Ollan & Roussel, 2017). The same result is also shown by Veliu et al. (2017) that transformational leadership style affects employee performance. However, different research results shown by Araffat et al. (2020) prove that transformational leadership style does not have a linear effect on employee performance.

In addition to transformational leadership style, career development is another factor affecting employee performance. Career development as a factor in influencing employee performance is said to be the basis of mutually beneficial efforts between the company and its employees (Okayoghene, 2018).

The commitment of health workers also influences performance. This is in accordance with the results of Erkan's research (2020); Mohammed et al. (2019); Umugwaneza et al. (2019); Al-Zefeiti & Mohamad (2017) who concluded that the commitment of health workers has an influence on employee performance.

To detect phenomena that occur in the MRCCC Siloam Hospital Jakarta, the researchers conducted a pre-survey of 20 health workers who were willing to fill out the research pre-survey questionnaire. The pre-survey was conducted due to limited access to all the information data needed for research because not all information can be provided to the public considering the confidentiality nature of the information data.

The transformational leadership style survey results were felt less than optimal by health workers at the MRCCC Siloam Hospital in Jakarta. This can be seen from the achievement of the transformational leadership style, which only reached 55.60%, still below 60%. Furthermore, health workers at the MRCCC Siloam Hospital, Jakarta, assessed the pre-survey results on career development. This can be seen from the achievement of water development which only reached 51.60%, still below 60%. This can be seen from the responses of respondents who stated that they did not agree or even strongly disagreed with the questions posed to the health workers of the MRCCC Siloam Hospital in Jakarta.

Furthermore, the pre-survey results on health workers' commitment still need to be higher. This can be seen from the percentage of health workers' commitments which only reached 58.60%, still below 60%. Meanwhile, the results of a pre-survey on the performance of health workers assessed based on responses from the leadership show that the condition of health workers at the MRCCC Siloam Hospital in Jakarta still needs to be

improved. Where from the results of the pre-survey showed that the performance only reached 59.2%.

The pre-survey and the results of previous studies are different, so there is a research gap in this study. This study contributes by examining the mediating role of health worker commitment in the influence of transformational leadership style and career development on the performance of health workers.

What distinguishes this study from other research is that the object of research users only focuses on health workers at the MRCCC Siloam Hospital, Jakarta, which consists of doctors, nurses, and pharmacists. So, the results of this study provide more specific strength on the performance of health workers. This research is essential because the MRCCC Siloam Hospital Jakarta as a health service industry is required to provide maximum service to consumers.

## **OBJECTIVE**

The study aimed to examine the effect of transformational leadership styles and career development on the performance of health workers, which is mediated by the commitment of health workers in the MRCCC Siloam Hospital Jakarta.

## **METHODS**

### **Design**

This study applied a cross-sectional design to determine the correlation between transformational leadership styles and career development on the performance of health workers.

### **Sample, sample size, & Sampling technique**

The samples in this study were all health workers at MRCCC Siloam Hospital Jakarta. Eighty-eight samples were selected using the purposive sampling technique based on the inclusion criteria. The Slovin formula was used to calculate

the relevant samples in this study. The inclusion criteria in this study are Health workers such as doctors, nurses, laboratory workers, and pharmacists who are not on leave or sick leave at the research time.

### **The instrument for data collection**

Several instruments were used to measure the variables. Those questionnaires were modified and tested for validity and reliability. The questionnaire including

**The Health Worker Performance Questionnaire** was used to measure the working performance among nurses. The questionnaire consisted of five dimensions: work quality, speed and accuracy, initiative, ability, and communication. The Cronbach alpha was 0.943, which is a reliable questionnaire.

**A commitment questionnaire** was used to measure the commitment of health workers. The components of the commitment questionnaire consisted of 3 parts 1) affective commitment, 2) normative commitment, and 3) continuing commitment. The instrument has also been validated, and reliability testing with Cronbach alpha was 0.946, a reliable questionnaire.

**The transformational leadership style** was measured using the questionnaire. The questionnaire focused on measuring the transformational leadership style. The questionnaire consisted of four dimensions: charisma, inspiration, intellectual stimulation, and individualized consideration. The instrument has also been validated, and reliability testing with Cronbach alpha was 0.973, a reliable questionnaire.

**A career development questionnaire** was used to measure the development of careers among health workers. The questionnaire consisted of two dimensions: perceptions of the value of career development and perceptions of career development opportunities. The

instrument has also been validated, and reliability testing with Cronbach alpha was 0.76, a reliable questionnaire.

### Path Analysis

Path analysis is used to analyze the pattern of relationships between variables. This model aims to determine the direct and indirect effect of the mediating variable. There are two models of analysis involving mediator variables (Sholihin & Ratmono, 2013, p. 57):

1. Complete Mediation means that the independent variable cannot significantly influence the dependent variable without going through the mediator variable.
2. Partial Mediation, meaning that the independent variable can directly influence the dependent variable without going through/involving the mediator variable.

## RESULTS

### Characteristic of respondents

Table 1 shows the characteristics of respondents. The results found that more than half of the respondents were women (56.82%). The average age among respondents is between 18 to more than 41 years old. About 34% of them graduated with a diploma. Almost half respondents have been the length of work less than three years.

Table 1. Characteristic of respondents

Variables	F	%
<b>Gender</b>		
Man	38	43.18
Woman	50	56.82
<b>Age</b>		
> 20 years	23	26.14
25 - 35 years	25	28.41
31 - 40 years	24	27.27
> 41 years	16	18.18
<b>Last education</b>		

High school or equivalent	17	19.32
Diploma	30	34.09
Bachelor	19	21.59
Postgraduate	22	25.00
<b>Length of Work at Siloam Hospital</b>		
<3 years	36	40.91
36 years old	19	21.59
Six years - 12 years	20	22.73
> 12 years	13	14.77

### Three Box Method

Three box method is carried out to determine the state of each research instrument, and a quality range is formed, which is divided into three quality intervals with the following calculations:

$$\text{Rentang atas} = \frac{88 \times 5}{5} = 88$$

$$\text{Rentang bawah} = \frac{88 \times 1}{5} = 17.60$$

The resulting index number shows a lower range score of 17.60 and an upper range of 88. From these results, the upper range is reduced by the lower range:  $88 - 17.60 = 70.40$ . Using the three-box method, the value of 70.40 is divided into three parts. Resulting in a range of 24.47 for each part which will be used as a list of index interpretations as follows:

Table 2. Quality interval three-box method

No.	Index	Category	Code
1.	17 - 41.07	Low	R
2.	>41.07 - 64.53	Currently	S
3.	>64.53- 88	Tall	T

Table 3. Matrix Analysis Three Box Method

Variable	Information			Behavior
	R	S	T	
Transformational Leadership Style	-	-	√	maintained
Career development	-	-	√	maintained
The commitment of Health Workers	-	-	√	maintained
Health Worker Performance	-	-	√	maintained

Based on table 7 above, it is known that (1) the transformational leadership style is on a high index, meaning that the

behavior of the transformational leadership style must be maintained so that it can motivate health workers. (2) career development is in the high category and must be maintained so that with career development, the behavior of health workers will be more enthusiastic about improving their performance. (3) health workers' commitment is at a high index and must be maintained so that the behavior of health workers. (4) the performance of health workers is at a high index, meaning that health workers are expected to provide high-achievement performance results to the MRCCC Siloam Hospital in Jakarta.

### Model Structural Testing

To find out how much the independent latent variable explains the latent dependent variable's variance, the coefficient of determination results.

Table 4. Coefficient of Determination Test Results

Variable	R Square Value
The commitment of Health Workers	0.974
Health Worker Performance	0.981

The R-square value of the commitment of health workers is 0.974, this indicates that transformational leadership styles and career development can influence 97.4% of the commitments of health workers. Then the R-square value on the performance of health workers is 0.981. This indicates that a transformational leadership style can influence 98.1% of employee performance.

Table 5. F. Test Results

	F	Sig.	Conclusion
The commitment of Health Workers	1668,008	0.000	H1 Accepted
Health Worker Performance	2038,915	0.000	H2 Accepted

Simultaneous hypothesis testing shows that the transformational leadership

style and career development together have a significant effect on the commitment of health workers. The F value is greater than the F table and a significant value of 0.000 is less than 0.05.

Transformational leadership style and career development have a significant effect on employee performance because they have an F value more significant than the F table.

Table 6. Results of Path Coefficient, t-Statistics, and P-Values

	T Statistics	P-Values
Transformational Leadership Style -> Health Workforce Commitment	3.510	0.000
Career Development -> Health Worker Commitment	4.217	0.000
Health Worker Performance	2.403	0.017
Career Development -> Health Worker Performance	2.508	0.012
The commitment of Health Workers -> Health Worker Performance	3.455	0.001
Health Worker Commitment -> Health Worker Performance	2.264	0.024
Career Development -> Health Worker Commitment -> Health Worker Performance	2.930	0.004

### Path Analysis

After discussing the hypotheses that have been carried out, the subsequent discussion regarding path analysis can be described as follows:

#### a) Direct Effect ( Direct Effect )

1. The transformational leadership style has a direct influence on the commitment of health workers by 0.453.
2. Career development has a direct influence on the commitment of health workers by 0.539.
3. Transformational leadership style has a direct influence on the performance of health workers by 0.236.
4. Career development has a direct influence on the performance of health workers by 0.336.

- The commitment of health workers directly influences the performance of health workers by 0.425.

The results directly indicate that career development is more dominant in influencing the commitment to health workers and the performance of health workers.

**b) ( Indirect Effect )**

- The transformational leadership style on the performance of health workers through the commitment of health workers has an effect of 0.193.
- Career development on the performance of health workers through the commitment of health workers has an effect of 0.229.

The results of the indirect effect indicate that the commitment of health workers is more dominant in mediating the effect of career development on the performance of health workers. The role of the commitment of health workers as a mediating variable is in the category of partial moderation. This is because transformational leadership style and career development can directly influence the performance of health workers without going through/involving the commitment variable of health workers. This is supported by the direct original sample value, which is more significant than the indirect sample original value.

**c) Total Influence**

- The total effect of transformational leadership style and commitment of health workers on the performance of health workers is  $0.236 + 0.193 = 0.429$ .
- The total effect of career development and commitment of health workers on the performance of health workers is  $0.336 + 0.229 = 0.565$ .

From the whole series of analysis results, it can be seen that the overall model path diagram is shown below.

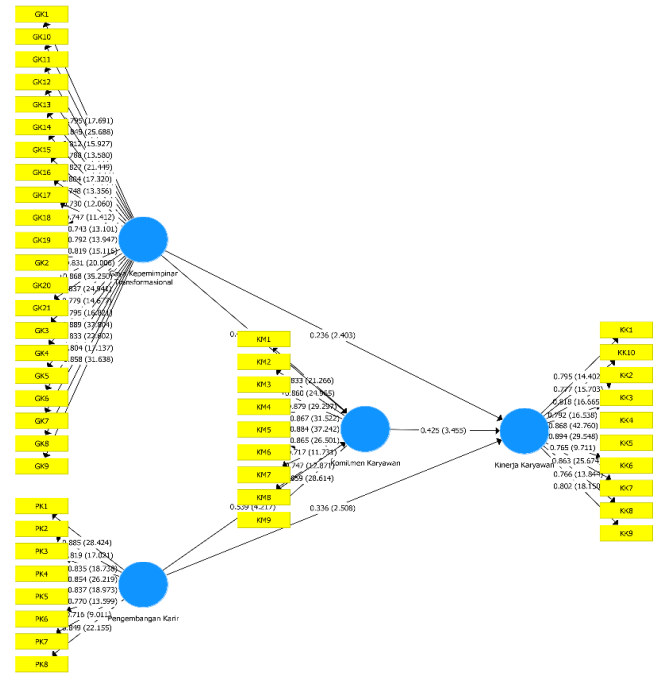


Figure 1. Path Model

**DISCUSSION**

**The Effect of Transformational Leadership Style and Career Development Together on the Commitment of Health Workers**

The first hypothesis proves that transformational leadership style and career development simultaneously significantly affect the commitment of health workers at the MRCCC Siloam Hospital, Jakarta. The results of this study indicate that jointly improving the leadership style and career development of health workers will have an impact on increasing the commitment of health workers, which means that the leadership style can encourage or motivate health workers. There is clarity about career development. It will undoubtedly lead to the commitment of health workers. Health to continue working at the MRCC Siloam Hospital in Jakarta.

**The Effect of Transformational Leadership Style and Career Development Together on the Performance of Health Workers**

The second hypothesis shows that transformational leadership style and

career development together have a significant effect on the performance of health workers at MRCCC Siloam Hospital, Jakarta. These results indicate that increasing the transformational leadership style and career development together will affect health workers' performance. This is supported by research by Simiyu & Mbithi (2019) and Al-Yami et al. (2017) that leadership style and career development affect employee performance.

### **The Effect of Transformational Leadership Style on the Commitment of Health Workers**

The third hypothesis shows that the transformational leadership style significantly affects health workers' commitment at the MRCCC Siloam Hospital in Jakarta. This means that if transformational leadership improves, health workers' commitment will increase. The results of this study are in accordance with previous research conducted by Permatasari & Supartha (2017), which suggests that leaders with transformational leadership traits can strengthen their commitment by inspiring and motivating their employees so that they become more accomplished at work.

### **The Effect of Career Development on the Commitment of Health Workers**

The fourth hypothesis shows that career development significantly affects the commitment of health workers at the MRCCC Siloam Hospital in Jakarta. This shows that the higher the self-development, the higher the commitment of health workers to the organization. According to Simiyu & Mbithi (2019), organizations plan employee career paths, which is essential in building commitment that results in employee retention. Career development is a component that needs to be considered to appreciate employees, so the attitude of commitment to the work organization (company) can increase due

to conformity with what is desired and received. Therefore, they will stay in the company only if the employer gives them every opportunity to develop their potential (Simiyu & Mbithi, 2019).

### **The Effect of Transformational Leadership Style on the Performance of Health Workers**

The fifth hypothesis shows that the transformational leadership style significantly affects the performance of health workers at MRCCC Siloam Hospital, Jakarta. If transformational leadership improves, the employee's performance will increase and vice versa. The worse the transformational leadership, the quality of the performance will decrease. According to Putra & Surya (2020), the better the leadership applied, the more optimal the achievement of employee performance. This study's results align with the research results (Makambe & Moeng, 2020; Veliu et al., 2017; Ollan & Roussel, 2017), concluding that leadership style significantly positively affects employee performance.

### **The Effect of Career Development on the Performance of Health Workers**

The sixth hypothesis shows that career development significantly affects the performance of health workers at the MRCCC Siloam Hospital in Jakarta. This indicates that the better career development in the organization, the employee's performance will increase. According to Syahputra & Tanjung (2020) With, a career development program will improve employee performance to reach the following career path in a directed manner. These results align with research conducted by (Wanjirui & Ombui, 2021; Leseiyu & Ngui, 2019; Veronica, 2021).

### **The Influence of Health Workers' Commitment to Health Workers' Performance**

The seventh hypothesis shows that the commitment of health workers has a significant effect on the performance of health workers at the MRCCC Siloam Hospital, Jakarta. This shows that the higher the commitment of health workers to the company, the better the employee's performance towards the company. According to Burhannudin et al. (2019), highly committed employees have trust. They can accept the goals and values of the organization, have the desire to strive towards achieving organizational goals and have a strong desire to remain a member of the organization. The same results are shown by Septiani et al., (2016); Akbar et al., (2017); Arik (2022) found that organizational commitment has a positive and significant effect on employee performance.

#### **The Effect of Transformational Leadership Style on the Performance of Health Workers Mediated by Commitment of Health Workers**

The eighth hypothesis shows that the transformational leadership style has a significant effect on the performance of health workers, mediated by the commitment of health workers at the MRCC Siloam Hospital, Jakarta. This means that the higher the commitment of an employee in the sense of having a close attachment to the company and feel responsible, the employee will show positive things for the company so that it can become a mediating role between transformational leadership styles on employee performance. An employee with an exemplary commitment will show a sense of pleasure so that a sense of belonging arises for being part of the company. This study's results align with Muhammad & Rahardja (2021), which state that organizational commitment can mediate the relationship between leadership style and employee performance.

#### **The Effect of Career Development on the Performance of Health Workers Mediated by Commitment of Health Workers**

The ninth hypothesis shows that career development has a significant effect on the performance of health workers, mediated by the commitment of health workers at the MRCCC Siloam Hospital, Jakarta. According to Quagraine et al. (2019), Organizations that support employees' career paths are likely to generate goodwill towards the organization, strengthening bonds between superiors and employees which in turn increases feelings of obligation to repay the organization through the norm of reciprocity. Employees need to determine what extent and to what extent an organization will value their employees, support their socioemotional needs, and assist them on request. This means that an employee's commitment role is mediating between career development and employee performance.

#### **CONCLUSIONS**

Transformational leadership style and career development simultaneously significantly affect the commitment and performance of health workers at the MRCCC Siloam Hospital, Jakarta. Then the transformational leadership style and career development have a significant effect on the commitment of health workers at the MRCC Siloam Hospital in Jakarta.

Transformational leadership style, career development, and commitment of health workers significantly affect the performance of health workers at the MRCC Siloam Hospital, Jakarta. Finally, transformational leadership style and career development have a significant effect on the performance of health workers, mediated by the commitment of health workers at the MRCCC Siloam Hospital, Jakarta.

#### **IMPLICATION**

It is recommended that the hospital management provide reasonable and fair treatment of subordinates as individuals with different characters and abilities so that there is no discrimination between fellow workers. Then the management is also advised to pay more attention to employee career development training because it is a step taken to obtain a career path in the hospital by increasing their work. Improving employee performance through poor response rates regarding work matters is also recommended. A need for improvement in replying or responding to forms of communication such as e-mail/phone within a period.

Further researchers will research employee performance to expand the coverage area of factors such as work discipline factors, work culture, motivation, and others, using the population and samples more and using different methods and analyses to get maximum and specific results. In addition, adding the object of research that is not only in one hospital but involves several hospitals to get varied results.

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