



Research Paper

## Effect of Servant Leadership and Work Motivation on Asn Performance through Organizational Commitment (Study At Pongtiku Hospital, North Toraja Regency)

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**ABSTRACT:** This study aims to analyze and explain the effect of Servant Leadership and Work Motivation on Student Performance through Organizational Commitment. This study uses Causality Research, which analyzes how one or more variables affect other variables, and is a study of the functional relationship between two or more variables, so the analysis model used in this research is path analysis. The research data was processed using the Statistical Package for Social Science (SPSS) program, using a data collection technique using a questionnaire. The results showed that: servant leadership and motivation have a significant effect on performance through organizational commitment.

**KEYWORDS:** Servant Leadership, Motivation, Organizational Commitment and Performance

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### I. INTRODUCTION:

The success of a hospital is largely determined by the quality of its human resources. Based on Article 12 of Law of 2009 concerning hospitals, human resources consist of medical personnel, medical support, nursing staff, pharmaceutical personnel, hospital management personnel and non-health workers. Therefore, according to the Decree of the Minister of Health of the Republic of Indonesia No: 983/Menkes/SK/XI/1992, the task of the hospital is to carry out health efforts in an efficient and effective manner by prioritizing healing and maintenance efforts that are carried out in a harmonious and integrated manner with efforts to improve and maintain health. prevention and carry out referrals. In the journal Simon Yuarto: 2014) states that "all hospitals in Indonesia must have carried out their duties in accordance with the Ministerial Decree, but the more workloads carried out by the hospital, the higher the level of stress felt by medical and non-medical personnel. paramedics especially and affect their performance".

Performance is a description of the level of success or failure of the implementation of the main tasks and functions of the organization in realizing the goals, objectives, vision and mission of the organization. In determining employee performance, the agency should have several components that become performance measurement tools, including: quality of work, quantity of work, honesty, initiative, attendance, attitude, cooperation, responsibility, knowledge of work, and utilization of working time.

The author feels that the secondary data that has been obtained is still lacking for the author to be used as a basis for conducting research, therefore from the results of the guidance of the supervisor and with the aim of strengthening this research, the author uses a pre-survey questionnaire to 15 employees. The author's reason for distributing this questionnaire is to find out what dimensions of employee performance are considered the most influential on the decline in employee performance. The data obtained from the results of the pre-survey questionnaire are as follows:

Table 1.3  
Results of the Pre-Survey Questionnaire on Performance Variables  
Pongtiku Hospital, North Toraja Regency

No	Dimensi	Frekuensi					Total Score	Standard Score	Score Ideal	Result
		SS (5)	S (4)	R (3)	TS (2)	STS (1)				
1.	<i>Servant Leadership</i>	3	12	-	-	-	63	75	84	100%
2.	Work motivation	2	12	1	-	-	61	75	81	100%
3.	Organizational commitment	3	5	4	2	1	52	75	69	100%
<b>Jumlah Skor Rata-rata</b>									<b>78</b>	<b>100</b>
<b>F = Frequency, N = Frequency x Score Number of Respondents = 15 Ideal Score = Number of Respondents x Highest Score.</b>										

Source: Results of pre-2020 survey questionnaire data

Based on table 1, it can be seen that the overall employee performance has not reached the target with a value of 78% of the 100% target set by the hospital. This can be seen from the dimension of organizational commitment with a value of 69% which indicates that there are still employees who lack cooperation with other employees in carrying out their work. That way it can have an impact on the work targets that have been set. The decline in employee performance is due to the workload that is too much, which causes boredom for employees with work routines like that - that's all that distinguishes only the number of patients treated can be more or less. Therefore, decreased work motivation is often experienced by employees and triggers a decrease in employee performance.

Medical employees such as midwives and nurses deal directly with pressure from their superiors, they must be able to handle complaints from patients and their families, deal with patients in emergencies, employees are also required to implement excellent service standards, be ready to become a doctor's partner in every case, both handling patients with infectious diseases and non-contagious, accident patients and so on. Not only work stress, there is organizational commitment that needs to be addressed, apart from using a questionnaire, an interview was also conducted with the hospital management that the organizational commitment has not run optimally, such as there are still some employees who do not dare to take risks in making decisions, so they must always wait for orders from their superiors. , not complying with the agreed regulations, Based on direct observation, there are still employees who arrive late, lack of support from the organization for the convenience of working so that they ignore organizational commitment and there is still a lack of thoroughness from employees in working.

Bayram and Zoubi (2020), analyzed the effect of Servant Leadership on individual performance using 270 employees. The results of the moment of structural analysis show that poor application of Servant Leadership in its implementation has a significant impact on improving employee performance. Azizah et al (2019) analyzed the effect of work motivation on organizational commitment by using 42 teachers. Measurement of work motivation used the construct of Maslow's hierarchy of needs work motivation (Mas'ud, 2004;) This indicates that there is a problem regarding employee performance. From several reasons, it is assumed that work motivation, Servant Leadership and organizational commitment play a significant role that is quite significant.

Based on this explanation, the authors are interested in conducting research with the title "The Effect of Servant Leadership and Work Motivation on the Performance of State Civil Servants through Organizational Commitment." Study at Pongtiku Hospital, North Toraja Regency "

## II. LITERATURE REVIEW:-

### Performance

The term performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone in carrying out their duties and obligations (Rivai, 2008: 81). Performance is a manifestation of work performed by employees which is usually used as a basis for evaluating employees or organizations (Hasibuan, 2014: 38). In the behavioral perspective, performance is explained as real behavior that is displayed by everyone as work performance produced by employees according to their role in the organization (Mangkunegara, 2004; 72).

A similar view is also explained by Moehariono (2010: 89) that performance is the result of work that can be achieved by a person or group of people in an organization both quantitatively, in accordance with their respective authorities and responsibilities, in an effort to legally achieve the goals of the organization concerned. , does not violate the law and conforms to morals or ethics. This statement is relevant to other expert statements, that performance refers to the level of achievement of the tasks that make up an employee's job (Simamora, 2006:51).

### **Servant Leadership**

Leadership problems have emerged along with the beginning of human history, namely since humans realized the importance of living in groups to achieve common goals. Employees need someone or several people who have advantages over others, regardless of what form the human group is formed in. This cannot be denied because humans always have certain limitations and advantages. Leadership is defined as an effort to influence followers through a communication process to achieve certain goals. The definition contains elements; first, leadership involves the use of influence. The second element concerns the importance of the communication process, clarity and accuracy of communication affect the behavior and achievements of subordinates. The last element is goal achievement. Effective leaders may have to deal with individual, group, and organizational goals. Experts usually provide definitions in various ways regarding leadership (Sjahrudin and Sudiro, 2013: 2).

### **Definition of Work Motivation**

Work motivation is a motivating factor for employees to work harder. The higher the work motivation displayed by an apparatus, the higher the resulting performance is due to the emergence of more encouragement from within the apparatus to meet their needs so that it has an impact on the high performance it produces. The term motivation comes from the word motive which can be interpreted as an effort to encourage someone to do something. The power contained in the individual, which causes the individual to act or act. Motives cannot be observed directly, but can be interpreted in their behavior, in the form of stimulation, encouragement, or power generation for the emergence of a certain behavior. Motivation is a mover from within a person's heart to do or achieve a goal. Motivation can also be said as a plan or desire for success and avoiding life's failures.

### **Organizational Commitment**

Organizational commitment is an attitude and behavior that identifies employees as components that play a role in the process of activities of the organization, and has a sense of loyalty to the organization to go and achieve the direction and goals of the organization (Wibowo, 2014:81).

Another expert's view states that organizational commitment is the degree of employees in believing and accepting organizational goals and will remain or will not leave the organization (Sopiah, 2008: 155). Furthermore, Luthans (2006:248) defines organizational commitment as; (1) A strong desire to remain a member of an organization; (2) Willingness to work hard on behalf of the organization; (3) Certain beliefs and individual acceptance of the values and goals of the organization.

### **Research Methods:**

This study aims to analyze and explain the effect of Servant Leadership and Work Motivation on Student Performance through Organizational Commitment. This study uses Causality Research, which analyzes how one or more variables affect other variables, and is a study of the functional relationship between two or more variables, so the analysis model used in this research is path analysis. The research data was processed using the Statistical Package for Social Science (SPSS) program, using a data collection technique using a questionnaire. The number of respondents in this study were 45 respondents. The variables in this study are performance, servant leadership, motivation and organizational commitment.

## **III. RESULTS:-**

### **Description of Research Results**

#### **Path Analysis**

Path analysis is defined as a technique used to test or analyze causal relationships in multiple regression if the independent variables affect the dependent variable not only directly, but also indirectly. The tool used for statistical calculation of path analysis is regression analysis and using the SPSS 25 program.

1. Equation  $Y_1 = \rho_{Y1}X_1 + \rho_{Y1}X_2 + Pe_1$

The first equation in this study is to examine the relationship between Servant Leadership (X1) and motivation (X2) variables on organizational commitment (Y1) which will be explained in the following table:

**Table 2**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
1 (Constant)	52.057	8.304		6.263	.000
Servant Leadership (X1)	-.144	.067	-.302	-2.149	.037

Motivation (X2)	.377	.106	.501	3.568	.001
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a. Dependent Variable: organizational commitment (Y1)  
Source: SPSS Output 25, 2020

Based on the table 2 above, it can be seen that the value of Standardized Coefficients beta shows the contribution of the Servant Leadership variable to organizational commitment of -0.302 and is declared to have a significant effect with a value of 0.037 less than the standard value of 0.05. Meanwhile, for the motivation variable, the Standardized Coefficients beta value is 0.501 and a significant value is 0.001 < from 0.05, which means it has a significant effect.

The magnitude of the influence of the Servant Leadership (X1) and motivation (X2) variables on the organizational commitment variable (Y1) can be seen by the coefficient of determination which can be seen in the Model Summary table as follows:

**Tabel 3**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.500 <sup>a</sup>	.250	.214	5.06683

a. Predictors: (Constant), Perception of Ease (X2), Perception of Benefit (X1)

Table 3 Model Summary, shows that the value of R Square for the variable Servant Leadership and motivation to organizational commitment is 0.250 with a percentage of 25%. This means that Servant Leadership and motivation contribute 25% in influencing organizational commitment, while the remaining 75% is influenced by other factors that are not explained in this study. In addition, the magnitude of the path coefficient for other variables outside this study is  $p\epsilon_1 = (1 - 0.250) = 0.750$

The path analysis equation of the Organizational Commitment variable (Y1) is as follows:

$$Y1 = \rho_{Y1X1}X1 + \rho_{Y1X2}X2 + p\epsilon_1$$

$$Y1 = -0,302 + 0,501 + 0,866$$

$$2. \text{Equation } 2 = \rho_{yx1}X1 + \rho_{yx2}X2 + \rho_{yy1}Y1 + P\epsilon_2$$

The second equation in this study is to test and analyze the relationship between Servant Leadership (X1), motivation (X2) and organizational commitment (Y1) to performance (Y2) variables. The following is a table of the Y2 equation:

**Tabel 4 Path Analysis (Equation Y2)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	8.227	8.817		.933	.356
Servant Leadership (X1)	.255	.054	.650	4.733	.000
motivasi (X2)	-.281	.092	-.454	-3.050	.004
komitmen organisasi (Y1)	.244	.118	.297	2.073	.044

a. Dependent Variable: Performance (Y2)  
Source: SPSS Output 25, 2020

Based on table 4 above, it can be seen that the Standardized Coefficients beta value shows the contribution of the Servant Leadership variable (X1) to the performance (Y2) of 0.650 and is declared to have a significant effect with a value of 0.000 which is smaller than the standard value of 0.05. The motivation variable, the value of Standardized Coefficients beta, is -0.465 and a significant value of 0.004 < from 0.05, which means that motivation (X2) has a significant effect on performance (Y2). The organizational commitment variable (Y1) has a Standardized Coefficients beta value of 0.297 with a significant value of 0.04 < 0.05, which means that it has a significant effect on performance (Y).

The magnitude of the influence of the variable Servant Leadership (X1) and motivation (X2) and organizational commitment (Y1) on performance (Y2) can be determined by the coefficient of determination which can be seen in the Model Summary table as follows:

**Tabel 5 Model Summary Equation Y2**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.607 <sup>a</sup>	.369	.323	3.86680	1.940

- a. Predictors: (Constant), organizational commitment (Y1), *Motivation* (X2), *Servant Leadership* (X1)  
 b. Dependent Variable: Performance (Y2)

Based on Table 5 Model Summary, it can be seen that the value of R Square for Servant Leadership, motivation and organizational commitment to performance is 0.369 with a percentage of 36.9%. Thus, Servant Leadership, motivation and organizational commitment contributed 36.9%. in influencing performance and the rest is influenced by other factors by 63.1%. The magnitude of the path coefficient for other variables outside this study is  $\rho\epsilon_2 = \sqrt{1 - R_2} = \sqrt{1 - 0.369} = 0.794$

The path analysis equation of the performance variable (Y2) is as follows:

$$Y_2 = \rho_{Y_2X_1} + \rho_{Y_2X_2} + \rho_{Y_2Y_1} + \rho\epsilon_2$$

$$Y_2 = 0,650 + (-0.454) + 0,297 + 0,794$$

From the above equation, it can be seen that the direct influence of the variables Servant Leadership (X1), motivation (X2), organizational commitment (Y1) and performance (Y2).

1. The direct effect of Servant Leadership (X1) on organizational commitment (Y1) has a coefficient value of -0.302 with a significant value of 0.03. This shows that Servant Leadership has a negative and significant effect on organizational commitment.
2. The direct effect of motivation (X2) on organizational commitment (Y1) has a coefficient value of 0.501 and a significant value of 0.001. That is, motivation has a positive and significant influence on organizational commitment.
3. The direct influence between Servant Leadership (X1) and performance (Y2) has a coefficient value of 0.650 with a significant value of 0.000. That is, Servant Leadership has a positive and significant effect on performance.
4. The direct effect of motivation (X2) has a coefficient value of -0.454 on performance (Y2) and a significant value of 0.004. This shows that motivation has a negative and significant effect on performance.
5. The direct effect of organizational commitment (Y1) has a value of 0.297 on performance (Y2) and a significant value of 0.044. That is, organizational commitment has a positive and significant effect on performance.

**T test**

The t test aims to test the effect of each independent variable included in this study on the dependent variable. The t-test can be determined by comparing the probability value with the standard significant value of 0.05. If the probability value is smaller than the standard value is significant, then the variable has a significant effect individually.

1. Equation  $Y_1 = \rho_{Y_1X_1} + \rho_{Y_1X_2} + \epsilon_1$

In this study, the first equation to be tested is the effect of Servant Leadership (X1) and motivation (X2) on organizational commitment (Y1). The results of the t-test for the first equation based on the results of data processing and computerization using SPSS 25 are as follows:

**Table 6 T-Test Results (Coefficient Path I)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
<b>1 (Constant)</b>	52.057	8.304		6.263	.000
<i>Servant Leadership</i> (X1)	-.144	.067	-.302	-2.149	.037
<i>Motivaton</i> (X2)	.377	.106	.501	3.568	.001

- a. Dependent Variable: organizational commitment (Y1)  
 Source: SPSS Output 25, 2020

Based on table 6 of the t test results for the path I coefficient, it can be seen that Servant Leadership has a significant value of  $0.03 < 0.05$ . Thus, Servant Leadership (X1) has a partially significant effect on organizational commitment (Y1) at Pongtiku Hospital, North Toraja Regency. Meanwhile, the motivation variable also obtained a significant value of  $0.001 < 0.05$ . That is, motivation (X2) has a significant influence partially on the organizational commitment of Pongtiku Hospital, North Toraja Regency.

2. Equation  $Y2 = \rho_{yx1}X1 + \rho_{yx2}X2 + \rho_{yy1}Y1 + \varepsilon_2$

The second equation that will be tested in this study is the effect of Servant Leadership (X1), motivation (X2) and organizational commitment (Y1) partially on performance (Y2). The following are the results of the path II t test which has been processed using the SPSS 25 statistical program.

**Table 7 T-Test Results (Coefficient Path II)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
<b>1 (Constant)</b>	8.227	8.817		.933	.356
<i>Servant Leadership</i> (X1)	.255	.054	.650	4.733	.000
motivasi (X2)	-.281	.092	-.454	-3.050	.004
komitmen organisasi (Y1)	.244	.118	.297	2.073	.044

a. Dependent Variable: Performance (Y2)

Source: SPSS Output 25, 2020

Table 7 shows that Servant Leadership has a significant value of  $0.000 < 0.05$ . That is, Servant Leadership (X1) partially significant effect on performance (Y2). The motivation variable has a significant value of  $0.004 < 0.05$ . This means that the perceived ease of use partially has a significant effect on performance (Y2), and for the organizational commitment variable has a significant value of  $0.044 < 0.05$ . Thus, organizational commitment (Y1) also has a partially significant effect on performance (Y2) at Pongtiku Hospital, North Toraja Regency.

#### IV. DISCUSSION:

##### **Servant Leadership for Organizational Commitment at Pongtiku Hospital, North Toraja Regency**

The results of testing this hypothesis indicate that Servant Leadership has a negative and significant effect on employee organizational commitment. The results of data analysis in this study indicate that Servant Leadership has a negative and significant effect on organizational commitment at Pongtiku Hospital. This is evidenced by the path coefficient value of  $-0.302$  and a significant value of  $0.037$ . This illustrates that the higher the intensity of Servant Leadership applied by the leadership at Pongtiku Hospital, North Toraja Regency, the level of organizational commitment of employees at Pongtiku Hospital, North Toraja Regency decreases. This shows that the leadership style that has been applied by Pongtiku Hospital is still not in accordance with the wishes of the employees at Pongtiku Hospital.

The findings of this study are in line with Drury (2004) who stated that Servant Leadership does not have a positive relationship with organizational commitment, but is inversely or negatively correlated with employees who participate in a non-traditional college. The appropriate research result is research by Afrismianto et al (2016) which states that leadership style has no effect on employee performance. Research by Sukwandi and Yonathan (2014), states that leadership style has a negative and significant effect on employee performance.

##### **Work Motivation on Organizational Commitment at Pongtiku Hospital, North Toraja Regency.**

Based on the results of data analysis that has been carried out in this study, it shows that motivation has a positive and significant effect on organizational commitment. The results of data processing show a coefficient value of  $0.501$  and a significant value of  $0.001$ . This shows that respondents will pay attention to aspects that can support or motivate them at work.

This research is in line with what has been done by Azizah et al. (2019) to analyze the effect of work motivation on organizational commitment using 42 teachers. consists of: physical needs, safety and security needs, socialization needs, esteem needs, and self-actualization needs. Then for organizational commitment using 2 (two) of the organizational commitment scales Allen and Mayer (1991), namely continuance commitment and normative commitment. The results of the Partial Least Square (PLS) analysis with the help of Smart PLS software provide evidence that work motivation has a positive and insignificant effect on teacher organizational commitment.

### **Organizational Commitment to ASN Performance at Pongtiku Hospital, North Toraja Regency.**

Based on the results of data analysis carried out in this study, it shows that organizational commitment has a positive and significant effect on performance. The results of data processing show a coefficient value of 0.297 and a significant value of 0.04. This shows that respondents will pay attention to aspects that can support or motivate them to work.

This research is in line with Nadir (2017) analyzing the effect of organizational commitment on apparatus performance, organizational commitment using the construct used by Meyer and Allen (1991) with indicators of affective commitment, continuance commitment, and normative commitment. Meanwhile, the apparatus performance variable uses the measurement of Bernadian and Russel (1993); in Nadir (2017) namely; quality, quantity, time lines, cost effectiveness, need for supervision, and internal personal impact. 253 employees were used as the sample. Data analysis using AMOS structural equation modeling (SEM) shows that the influence of organizational commitment has a significant positive effect on the performance of the apparatus.

### **Servant Leadership on ASN Performance at Pongtiku Hospital, North Toraja Regency.**

Based on the results of data processing in this study, it shows that the value of the perception coefficient of Servant Leadership on performance is 0.650 and a significant value is  $0.000 < 0.05$ . This proves that, Servant Leadership has a positive and significant effect on performance at Pongtiku Hospital, North Toraja Regency. Leaders who involve themselves in efforts to improve the quality of work and the growth of employee behavior are a model of serving leadership or Servant Leadership.

### **Work Motivation on ASN Performance at Pongtiku Hospital, North Toraja Regency.**

Based on the results of data processing in this study, it shows that the coefficient of Servant Leadership's perception of performance is -0.454 and a significant value of  $0.000 < 0.05$ . This proves that Servant Leadership has a negative and significant effect on performance at Pongtiku Hospital, North Toraja Regency. The results showed that motivation did not fully affect employee performance. In this case, motivation only acts as a motivator for employees to work harder. If employees are given positive motivation by the leadership, they will definitely feel appreciated so that employees are happy to work.

This research is in line with that conducted by Anriza Julianry (2017) with the title The Effect of Training and Motivation on Employee Performance and Organizational Performance of the Ministry of Communication and Informatics. The results of this study From the results of data analysis, it can be seen that the training variable has a significant positive effect on employee performance but has a negative effect on organizational performance. The motivation variable has a negative effect on employee performance but has a positive effect on organizational performance, while the training variable has a positive effect on motivation. and employee performance also significantly affects the overall organizational performance.

### **Servant Leadership to ASN Performance through Organizational Commitment at Pongtiku Hospital, North Toraja Regency.**

The results of this study indicate the Sobel test with a value of  $4.284 > 1.68$  and  $0.000 < 0.05$  although the effect is negative. So, the Servant Leadership variable has a significant influence and can mediate on performance through organizational commitment. The same thing is also shown in the role of organizational commitment as an intervening variable in explaining leadership to employee performance, the findings of Mubarak and Darmanto (2015) provide evidence that good leadership can improve the performance of the apparatus through high organizational commitment and shown by the apparatus in carrying out their duties and obligations.

### **Work Motivation on ASN Performance through Organizational Commitment at Pongtiku Hospital, North Toraja Regency.**

One of the factors involved in creating high and low performance is effort (Effort-E) (Greenberg and Baron, 2008), that the higher the individual work motivation, the higher the individual performance. Motivation is the driving force for a person to contribute as much as possible to the success of the organization in achieving its goals (Sopiah, 2008:72). The results of this study indicate the Sobel test with a value of  $1.787 > 1.68$ . Thus, the organizational commitment variable is able to mediate the relationship between motivation and performance at Pongtiku Hospital, North Toraja Regency.

This study is in line with Azanita (2016) analyzing the effect of work motivation on employee performance through organizational commitment. The research sample is 133 employees. The work motivation used refers to Ryan and Deci (2008) in Wirawan (2015:694-695), namely: the amotivation dimension and the extrinsic motivation dimension. Measurement of employee performance refers to the measurements used by Wirawan (2015: 288), namely: dimensions of work performance, dimensions of work behavior, and dimensions of personal characteristics.

## V. CONCLUSION:

Based on the results of the analysis in this study, several conclusions can be drawn as follows:

1. Servant Leadership has a negative and significant effect on organizational commitment at Pongtiku Hospital, North Toraja Regency.
2. Motivation has a positive and significant effect on organizational commitment at Pongtiku Hospital, North Toraja Regency.
3. Organizational commitment has a positive and significant effect on performance at Pongtiku Hospital, North Toraja Regency.
4. Servant Leadership has a positive and significant effect on performance at Pongtiku Hospital, North Toraja Regency.
5. Motivation has a negative and significant effect on performance at Pongtiku Hospital, North Toraja Regency.
6. Servant Leadership has a significant effect on performance at Pongtiku Hospital, North Toraja Regency through organizational commitment.
7. Motivation has a positive and significant effect on performance at Pongtiku Hospital, North Toraja Regency through organizational commitment.

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