



## The Influence of Inclusive Leadership and Organizational Commitment on Employee Performance (A Study of Employees at Haji Syaiful Anwar General Hospital, Subang)

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### Article Info

**ISSN (online):** 2582-7138

**Volume:** 06

**Issue:** 04

**July - August 2025**

**Received:** 25-06-2025

**Accepted:** 23-07-2025

**Published:** 08-08-2025

**Page No:** 1222-1230

### Abstract

Employee performance is an important aspect in ensuring the quality of hospital services, which is influenced by various internal organizational factors. Inclusive leadership and organizational commitment are two managerial elements that are believed to contribute to workforce performance achievement. This study uses a quantitative method with a descriptive and verificative approach. The sampling technique was conducted using total sampling of 92 respondents consisting of employees of Haji Syaiful Anwar General Hospital, Subang. Data were collected using a questionnaire and analyzed using multiple linear regression to measure the effect of each variable on employee performance. The results of the study show that organizational commitment has a significant effect on employee performance, while inclusive leadership does not have a significant partial effect. Simultaneously, both variables have a significant influence on employee performance. The coefficient of determination ( $R^2$ ) is 0,632, which means that 63,2% of the variation in employee performance can be explained by inclusive leadership and organizational commitment together, while the rest is influenced by other factors not examined in this study. These findings indicate that organizational commitment is the most dominant factor in improving employee performance, while the role of leadership needs to be strengthened.

**DOI:** <https://doi.org/10.54660/IJMRGE.2025.6.4.1222-1230>

**Keywords:** Inclusive Leadership, Organizational Commitment, Employee Performance, Hospital, Multiple Linear Regression

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### 1. Introduction

A hospital is a healthcare facility that provides both inpatient and outpatient services and is required to deliver high-quality care. One of the efforts to improve the quality of services to the public is by enhancing the hospital's performance in a professional and independent manner. Hospitals have the responsibility and obligation to implement organizational and structural changes that are of high quality, both internally and externally (Kemenkes RI, 2022) <sup>[1]</sup>. One of the main aspects that must be considered in these changes is human resources (HR). Human resources represent the potential of individuals who play a critical role in achieving the organization's competitive advantage (UU RI, 2009) <sup>[2]</sup>. In the context of hospitals, the presence of HR is a crucial factor in supporting operations. According to Law No. 36 of 2009 concerning Health, health resources include funds, personnel, supplies, pharmaceutical preparations, medical equipment, as well as health service facilities and technologies utilized by the government, local governments, and/or the community (Kemenkes RI, 2022) <sup>[1]</sup>. Optimal hospital services are undoubtedly inseparable from the quality of the available human resources. The better the quality of human resources, the greater the impact on the services provided. This certainly becomes a matter of serious concern for hospital management in improving the quality of its human resources. The services provided by employees from medical personnel and administrative staff to support staff reflect the quality and image of the hospital in the eyes of the public (Nurjannah *et al.*, 2022) <sup>[3]</sup>.

One of the crucial elements in human resource management is the aspect of leadership. Leadership is the ability to influence a group in achieving the objectives of a vision. In the context of healthcare services in hospitals, the role of leadership is highly strategic, as it has a significant impact on determining effective service strategies. Employee performance tends to be better when leaders frequently provide direction, supervision, and demand accountability from each employee (Nurjannah *et al.*, 2022) <sup>[3]</sup>. In addition to leadership, another equally important factor is organizational commitment. Organizational commitment is defined as employees' loyalty and strong attachment to the organization, which is reflected in their support for organizational goals and their desire to remain part of it (Maranata *et al.*, 2023) <sup>[4]</sup>. Employee performance, which encompasses the quantity and quality of work outcomes, is greatly influenced by employee commitment and the leadership in place. A high level of commitment determines how optimally employees carry out their tasks (Maranata *et al.*, 2023) <sup>[4]</sup>. Optimal employee performance can be achieved through effective leadership and a high level of commitment to the organization, making these two factors complementary and essential in improving the quality of hospital services.

However, the 2016 performance report of the Indonesian Ministry of Health indicated that several health performance indicators were still below expectations and did not meet the targets set by the Ministry. For instance, the percentage of regencies/municipalities that met environmental health quality standards reached only 142 out of a total of 514, or 27%, far below the target of 100%. The employee attendance rate stood at 80%, falling short of the 95% target. Additionally, the percentage of employees with good performance reached 80%, which was also below the targeted 100% (Kemenkes RI, 2018) <sup>[5]</sup>. Therefore, improving the performance of healthcare workers through effective leadership and strong organizational commitment is essential to achieving better healthcare service targets in hospitals.

Haji Syaiful Anwar General Hospital, a Class D private hospital located in Subang Regency, West Java, was selected as the research site due to its diverse workforce in terms of experience and seniority, as well as ease of data access. This study is expected to provide a direct contribution by offering insights into leadership and organizational commitment in improving employee performance. There are issues related to the employee absenteeism rate during the first six months of 2024, which serves as an initial indicator linked to employee performance. Data revealed a rising trend in absenteeism, increasing from 16,73% in January to 29,1% in June. This increase has the potential to disrupt patient services and reduce team work effectiveness. Preliminary observations also indicated frequent lateness among medical and paramedical staff, causing delays in patient handovers due to incomplete or unprepared teams. This situation underscores the urgent need for firm measures to address absenteeism in order to maintain the quality of hospital services.

Based on a preliminary survey conducted by the researcher involving eight employees, the phenomenon of leadership was found to have a significant influence on employee performance at Haji Syaiful Anwar General Hospital in Subang. A sense of awkwardness in the relationship between employees and leadership, as well as the presence of seniority boundaries, has created a work environment that lacks support for collaboration and communication. According to information obtained from the leadership of Haji Syaiful

Anwar General Hospital Subang, leaders have received complaints regarding the appropriate methods to apply in managing subordinates across various departments. These difficulties are particularly prevalent among medical staff, followed by paramedical personnel. Complaints from the public regarding service delivery, which have reached the hospital management, indicate that the current level of service still requires improvement so as not to damage the reputation of Haji Syaiful Anwar General Hospital Subang. The issue of employee absenteeism at Haji Syaiful Anwar General Hospital Subang is caused by a weakening of organizational commitment, characterized by low levels of responsibility, work enthusiasm, and employee loyalty due to a lack of comfort and appreciation. In addition, ineffective leadership has worsened the situation, as leaders fail to build strong relationships with employees, create communication barriers due to seniority, and do not treat all staff fairly. The lack of clarity in enforcing sanctions for tardiness and absenteeism also reflects weak disciplinary implementation, stemming from leaders' infrequent direct involvement and limited efforts to foster open communication. This has led to the perception that violations carry no real consequences and therefore do not need to be addressed.

Based on the background described, the issues of absenteeism and tardiness resulting in a decline in employee performance and the overall quality of hospital services must be addressed immediately to preserve the reputation of Haji Syaiful Anwar General Hospital Subang. Therefore, a study is needed to examine the influence of inclusive leadership and organizational commitment on employee performance. This research aims to answer several key questions: (1) How is inclusive leadership perceived by employees? (2) What is the level of employees' organizational commitment? (3) How is employee performance? and (4) Do inclusive leadership and organizational commitment simultaneously or partially influence employee performance at Haji Syaiful Anwar General Hospital Subang?

## 2. Literature Review

### 2.1 Management

Management is a series of structured activities such as planning, organizing, leading, and controlling organizational resources to achieve goals efficiently and effectively. The management function ensures that all organizational processes run according to plan and produce the expected outcomes (Griffin, 2017) <sup>[6]</sup>.

### 2.2 Elements of Management

According to G.R. Terry (1972) <sup>[7]</sup>, management consists of six main elements known as the 6Ms: man, money, method, material, machine, and market. Man refers to human resources who play a direct role in achieving organizational goals. Money serves as a medium of exchange and a source of funding to support various organizational activities. Method includes the procedures or systems used to ensure that operational processes run effectively and efficiently. Material refers to raw or semi-finished goods used in the production of products or services. Machine represents tools that enhance work efficiency and productivity. Meanwhile, market is the arena where transactions occur, supported by

various institutions, regulations, and social interactions in the exchange of goods, services, or labor.

### 2.3 Health Management

Hospital management is a series of structured activities that include planning, organizing, implementation, and evaluation of all resources, particularly medical resources. Its goal is to establish a healthcare service system that is effective, efficient, coordinated, and sustainable. Good management is expected to support the improvement of service quality, meet patient needs, and ensure the overall quality of healthcare services (Badar, 2022) <sup>[8]</sup>.

### 2.4 Hospital Management Functions

According to Yusrawati & Muhardi (2023) <sup>[9]</sup>, hospital management functions encompass four main aspects: operations, which regulate the flow and quality of services efficiently; finance, which ensures sustainability through budget and cost management; materials, which guarantee the availability of medical logistics for optimal use; and human resources, which focus on workforce management to support the hospital's performance and service quality.

### 2.5 Functions of Human Resource Management

According to Rivai in Siagian (2023) <sup>[10]</sup>, the functions of Human Resource Management include determining the quality and quantity of labor needed, ensuring the availability of the workforce for both present and future needs, and preventing mismanagement and overlapping of tasks. In addition, this function aims to facilitate coordination, integration, and synchronization of work, as well as to avoid shortages or surpluses of personnel in order to enhance organizational productivity.

### 2.6 Inclusive Leadership

Leadership is the ability of an individual to consciously influence others in achieving shared goals through group acceptance (Hutahaean, 2020) <sup>[11]</sup>. In line with this, inclusive leadership is a leadership style characterized by openness, participation, and accessibility, which fosters a harmonious and collaborative work environment, and encourages every individual to contribute optimally (Ashikali *et al.*, 2021) <sup>[12]</sup>.

### 2.7 Dimensions of Inclusive Leadership

This study employs a synthesis theory in formulating the dimensions and indicators of the inclusive leadership variable by combining perspectives from psychology, sociology, and management. The dimensions used include: (1) Individual recognition, in which the leader encourages employees to feel appreciated (Randel *et al.*, 2018) <sup>[13]</sup>; (2) Openness and willingness to lead, where the leader is open and accessible to create a sense of safety (Carmeli *et al.*, 2010) <sup>[14]</sup>; (3) Communication and developmental support, in which the leader supports active engagement through clear communication (Roberson & Perry, 2022) <sup>[15]</sup>; and (4) Collaborative approach, where the leader creates a fair environment and values diversity (Ashikali *et al.*, 2021) <sup>[12]</sup>.

### 2.8 Organizational commitment

Organizational commitment is a condition in which an employee possesses strong loyalty and attachment to the organization, supports its goals, and demonstrates a desire to remain a part of the organization (Maranata *et al.*, 2023) <sup>[4]</sup>.

### 2.9 Dimensions of Organizational Commitment

Organizational commitment, according to Meyer and Allen (1991) <sup>[16]</sup>, consists of three main dimensions: (1) Affective commitment, which refers to emotional attachment and a sense of belonging to the organization, where employees choose to stay because they feel their personal values align with those of the organization and take pride in being part of it; (2) Continuance commitment, which is based on rational considerations of the potential loss if they leave the organization, leading employees to stay because they feel they need the organization; (3) Normative commitment, which refers to a moral obligation to remain with the organization due to a sense of responsibility for the opportunities and support the organization has provided.

### 2.10 Dimensions of Employee Performance

Employee performance refers to the work outcomes, both in terms of quantity and quality, produced by an individual in meeting the standards set by the organization. This performance is strongly influenced by the employee's commitment to the organization, which determines how optimally they carry out their duties (Maranata *et al.*, 2023) <sup>[4]</sup>.

### 2.11 Dimensions of Employee Performance

According to Maranata *et al.* (2023) <sup>[4]</sup>, the dimensions of employee performance consist of six main aspects: (1) Quantity of Work, which relates to the volume and productivity of work within a specific time frame; (2) Quality of Work, which includes accuracy, precision, neatness, and completeness in completing tasks; (3) Independence, reflecting the employee's ability to work independently with high commitment and minimal assistance; (4) Initiative, which involves independent thinking, flexibility, and willingness to take on responsibilities; (5) Adaptability, referring to the ability to adjust to changing needs and conditions; and (6) Teamwork, which reflects the ability to interact and collaborate effectively with others.

### 2.12 Conceptual Framework

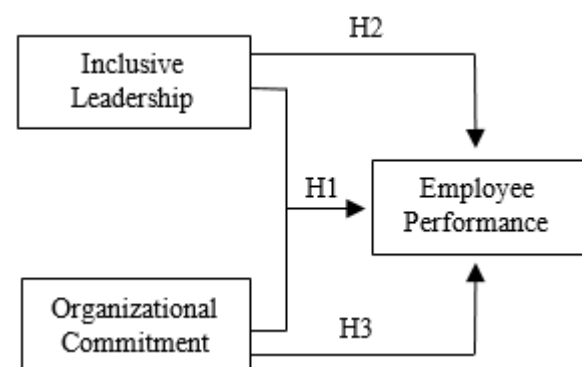


Fig 1: Conceptual Framework

### Hypothesis

H1: Inclusive Leadership and Organizational Commitment have a positive influence on Employee Performance.

H2: Inclusive Leadership has a positive influence on Employee Performance.

H3: Organizational Commitment has a positive influence on Employee Performance.

### 3. Methodology

#### 3.1 Area of the Study

This study is focused on Haji Syaiful Anwar General Hospital, located at Jalan Raya Cipunagara RT 39 RW 10, Kamarung Village, Pagaden District, Subang Regency, West Java Province.

#### 3.2 Research Methods

This study employs a quantitative method, as data were collected through the distribution of questionnaires to respondents, then processed and statistically analyzed to examine the relationships between the predetermined variables. The quantitative method in this research includes two approaches: descriptive and verification. The descriptive approach is used to systematically describe the conditions or characteristics of each variable based on respondents' perceptions. Meanwhile, the verification approach is used to test the validity of the proposed hypotheses and to prove the causal influence between inclusive leadership, organizational commitment, and employee performance through inferential statistical analysis.

#### 3.3 Data and Source

The primary data in this study includes information on respondent profiles, such as age, gender, education, and length of service of all employees working at Haji Syaiful Anwar General Hospital. This study uses a total sampling technique, in which the entire population is taken as the sample, with a total of 92 employee respondents.

#### 3.4 Technique Data Collection

Data collection in this study was carried out through the distribution of questionnaires to all respondents. The questionnaire was designed to obtain data on the researched variables, which were then processed and further analyzed. The research instrument used a five-point Likert scale, with response options ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

#### 3.5 Assessment Scale

Descriptive analysis in this study was conducted using the average score (mean) category as the basis for interpretation to describe the condition of the variables: inclusive leadership, organizational commitment, and employee performance. This classification aims to provide a general overview of respondents' perceptions of each variable prior to conducting further statistical analysis.

**Table 1:** Assessment Scale

Score Range	Category
1,00 – 1,79	Very Poor
1,80 – 2,59	Poor
2,60 – 3,39	Fair
3,40 – 4,19	Good
4,20 – 5,00	Very Good

#### 3.6 Data Analysis and Hypothesis Testing

The data in this study were analyzed using IBM SPSS Statistics version 29. The analysis process included testing the research instruments, conducting classical assumption tests, and performing multiple linear regression analysis to determine the influence of inclusive leadership and organizational commitment on employee performance.

#### 3.6.1 Uji Instrumen Penelitian

Instrument testing consists of two tests: the validity test and the reliability test. The validity test aims to determine the extent to which the questionnaire items are capable of measuring the intended aspects. An item is considered valid if the correlation value between the item score and the total score ( $r$  calculated) is greater than 0.205 ( $r$  table). Meanwhile, the reliability test is used to measure the internal consistency of the instrument, i.e., the extent to which items within a variable yield consistent result. An instrument is considered reliable if the Cronbach's Alpha value is  $\geq 0.70$ . Both tests are conducted prior to further data analysis to ensure that the instrument is appropriate for use in the study.

#### 3.6.2 Classical Assumption Test

- **Normality Test:** Conducted to ensure that the residuals in the regression model are normally distributed. The test is carried out using the Q-Q Plot (Quantile-Quantile Plot) analysis.
- **Autocorrelation Test:** Aimed at detecting the presence of autocorrelation by using the Durbin-Watson value.
- **Heteroscedasticity Test:** Heteroscedasticity occurs when the variance of the residuals differs across observations. It is detected using the Glejser test.
- **Multicollinearity Test:** To identify the presence of multicollinearity in the regression model, the tolerance and Variance Inflation Factor (VIF) values are used.

#### 3.6.3 Model Estimation

This study employed multiple linear regression as the analytical method to examine the influence of the independent variables on the dependent variable. The independent variables consist of inclusive leadership ( $X_1$ ) and organizational commitment ( $X_2$ ), while the dependent variable is employee performance ( $Y$ ). The analysis was conducted using standardized regression results to determine the magnitude of each independent variable's contribution to performance. The regression equation used in this study is formulated as follows.

$$Y = a + bX_1 + bX_2 + \varepsilon$$

Description:

$Y$  = Employee Performance

$X_1$  = Inclusive Leadership

$X_2$  = Organizational Commitment

$a$  = Constant

$b$  = Regression coefficient

$\varepsilon$  = Error or residual

#### 3.6.4 Hypothesis Testing

##### 1) F Test (Simultaneous)

The F-test is used to determine whether the independent variables, collectively, have a significant effect on the dependent variable. The test is conducted by comparing the calculated F-value from the ANOVA output with the F-table value at a significance level of 0.05. If the calculated F-value shows a significance level of  $< 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted. This indicates that, simultaneously, the independent variables in the model have a significant influence on the dependent variable.



## 2) t Test (Partial)

The t-test is used to determine whether each independent variable has a significant partial effect on the dependent variable. The test is performed by comparing the significance value from the t-test in the regression output with a

significance level of 0.05. If the significance value is  $< 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted. This indicates that the independent variable in question has a significant partial influence on the dependent variable in the research model.

## 4. Results and Discussion

### 4.1 Descriptive Analysis

**Table 2:** Classification of Assessment for Each Variable

Research Variable	Average Score	Category
Inclusive Leadership ( $X_1$ )	3.13	Fair
Organizational Commitment ( $X_2$ )	2.43	Poor
Employee Performance (Y)	2.86	Fair

Source: Processed primary data, 2025

Based on Table 1, inclusive leadership and employee performance fall into the moderate category, with average scores of 3.13 and 2.86, respectively, while organizational commitment is categorized as poor, with an average score of 2.43. These results indicate that employees' perceptions of leadership remain moderate; however, their level of commitment to the organization is relatively low, which affects suboptimal employee performance.

### 4.2 Research Test

The data used for the instrument testing (validity and reliability tests) in this study were obtained from the respondents' completed questionnaires, while the data used for the classical assumption tests (normality, heteroscedasticity, multicollinearity, and autocorrelation) were processed using the Method of Successive Interval (MSI) transformation.

#### A. Research Instrument Testing

**Table 3:** Validity Test Results

Research Variable	Number of Items	Number of Valid Items	r table	Description
Inclusive Leadership ( $X_1$ )	12	12	0,205	All items are valid
Organizational Commitment ( $X_2$ )	12	12	0,205	All items are valid
Employee Performance (Y)	12	12	0,205	All items are valid

Source: Processed primary data, 2025

Based on Table 2, all items for each research variable are declared valid. This is indicated by the correlation values of each item being greater than the r-table value of 0.205. The variables of inclusive leadership, organizational

commitment, and employee performance each consist of 12 items, all of which meet the validity criteria. Therefore, the instrument used in this study is considered appropriate for measuring each of the researched variables.

**Table 4:** Reliability Test Results

Research Variable	Cronbach's Alpha	Alpha Coefficient	Description
Inclusive Leadership ( $X_1$ )	0,960	12	Reliable
Organizational Commitment ( $X_2$ )	0,943	12	Reliable
Employee Performance (Y)	0,918	12	Reliable

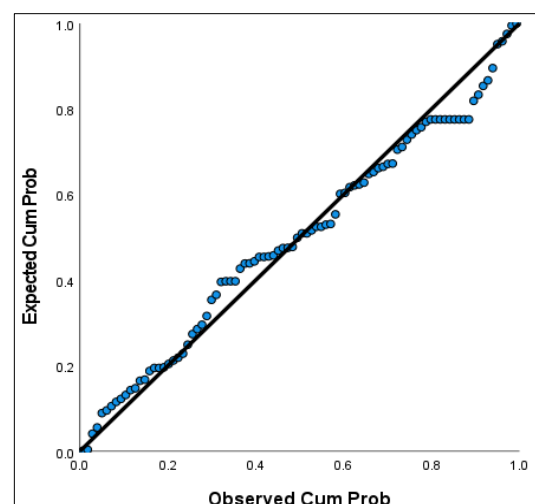
Source: Processed primary data, 2025

Based on Table 4.3, all research variables have Cronbach's Alpha values above 0.70, namely 0.960 for inclusive leadership, 0.943 for organizational commitment, and 0.918 for employee performance. This indicates that the instruments for each variable demonstrate a very high level of reliability and consistency, making them appropriate for use in the research data collection process.

#### A. Classical Assumption Testing

Classical assumption testing was conducted to ensure that the regression model meets the requirements for proper analysis. The tests included normality, multicollinearity, autocorrelation, and heteroscedasticity. The results indicate that all assumptions were met, confirming that the model is appropriate for use in regression analysis.

#### 1) Normality Test



**Fig 1:** Normal Q-Q Plot of Regression

Based on Figure 1, most of the points lie close to or follow the diagonal line, indicating that the residuals in the regression model are normally distributed. Therefore, the

assumption of normality is fulfilled, and the regression model can be validly used for further analysis.

## 2) Multicollinearity Test

**Table 5:** Result of Multicollinearity Test

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Inclusive Leadership	0,335	2,982
	Organizational Commitment	0,335	2,982

a. Dependent Variable: Employee Performance

Source: Processed primary data, 2025

Based on Table 4, the results of the multicollinearity test show that the tolerance value for each variable is 0.335, and the Variance Inflation Factor (VIF) value is 2.982. Since the tolerance value is  $> 0.10$  and the VIF is  $< 10$ , it can be concluded that there is no multicollinearity between the

independent variables in the model. This means that each independent variable does not have a high correlation with one another, making them suitable for use in the regression analysis.

## 3) Autokorelasi Test

**Table 6:** Hasil uji autokorelasi

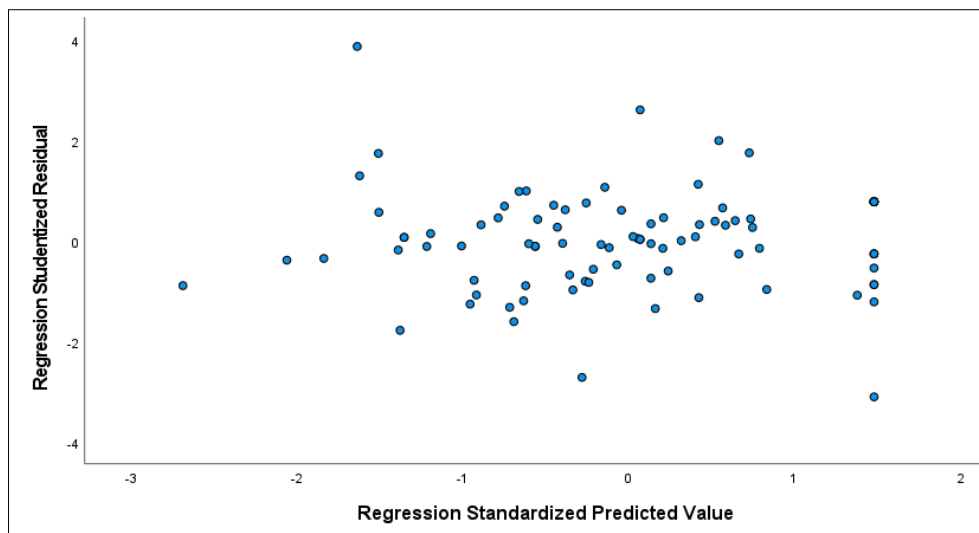
Model	Nilai Durbin-Watson	Category
Inclusive Leadership ( $X_1$ ) and Organizational Commitment ( $X_2$ ) toward Employee Performance (Y)	2,084	No Autocorrelation

Source: Processed primary data, 2025

Based on Table 5, the Durbin-Watson value of 2.084 indicates that there is no autocorrelation in the regression model. This value falls within the range close to 2, which is the ideal threshold indicating that the residuals are

independent or not correlated with one another. Therefore, the regression model satisfies the assumption of no autocorrelation and is appropriate for further analysis.

## 4) Heteroscedasticity Test



**Fig 2:** Scatterplot of Standardized Residuals

Based on the distribution of points in Figure 2, it is observed that the points are scattered randomly and do not form any specific pattern, whether concentrated or dispersed. This indicates that there is no sign of heteroscedasticity in the

model, meaning the residual variance is constant. Therefore, the assumption of homoscedasticity is fulfilled, and the regression model can be considered valid for further analysis.

## 4.2 Results of the multiple linear regression analysis

**Table 7:** Multiple linear regression

Variable	Regression Coefficient	Sig.
Constant	0,698	0,006
Inclusive Leadership	0,127	0,259
Organizational Commitment	0,695	< 0,001

Source: Processed primary data, 2025

Based on Table 4.6 above, the regression equation is :  $Y = 0.698 + 0.127 + 0.695 + \varepsilon$ . The results of the multiple linear regression analysis show that the variable organizational commitment has a regression coefficient of 0.695 with a significance value of < 0.001, indicating a significant effect on employee performance. In contrast, the variable inclusive leadership has a coefficient of 0.127 with a

significance value of 0.259, thus not having a significant effect. The constant value of 0.698 indicates that when both independent variables are zero, the baseline value of employee performance is at that level. These findings suggest that organizational commitment is the dominant factor influencing employee performance.

**Table 8:** Simultaneous coefficient of determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795 <sup>a</sup>	.632	.623	.60848
a. Predictors: (Constant), Organizational Commitment, Inclusive Leadership				

Source: Processed primary data, 2025

Based on Table 7, the R Square value of 0.632 indicates that 63.2% of the variation in employee performance can be simultaneously explained by the variables of inclusive leadership and organizational commitment. Meanwhile, the remaining 36.8% is explained by other factors outside this research model. This value suggests that the model has a fairly strong predictive ability in explaining the influence of the two independent variables on employee performance. Further analysis was conducted to determine the extent of

each independent variable's contribution to employee performance individually, by calculating the effective contribution (EC). This calculation uses the formula:  $EC = \beta \times r \times 100\%$ , where  $\beta$  is the standardized beta coefficient and  $r$  is the zero-order correlation between the independent and dependent variables. The purpose of this calculation is to assess the relative contribution of each independent variable within the regression model.

**Table 9:** Partial coefficient of determination

Independent Variable	$\beta$ (Standardized)	$r$ (Zero Order)	$\beta \times r$	Contribution (%)
Inclusive Leadership	0,127	0,688	0,0874	8,74%
Organizational Commitment	0,695	0,791	0,5492	54,9%

Source: Processed primary data, 2025

Based on the calculation results presented in Table 8, the variable organizational commitment provides the largest effective contribution to performance, amounting to 54.9%, while inclusive leadership contributes only 8.74%. These

findings indicate that organizational commitment has a more dominant influence in improving employee performance compared to inclusive leadership.

## 4.3 Hypothesis Testing

### A. Simultaneous Hypothesis Test (F Test)

**Table 10:** F Test Results

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.489	2	28.245	<b>76.287</b>	<.001 <sup>b</sup>
	Residual	32.952	89	.370		
	Total	89.441	91			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Commitment, Inclusive Leadership

Source: Processed primary data, 2025

Based on Table 9, the F-test results show a calculated F value of 76.287 with a significance value of < 0.001. Since the significance value is less than 0.05, it can be concluded that the regression model is statistically significant as a whole.

This means that inclusive leadership and organizational commitment jointly have a significant influence on employee performance at Haji Syaiful Anwar General Hospital in Subang.

## B. Partial Hypothesis Testing (t test)

**Table 11:** t test result

Variable	t count	Sig.	Category
Inclusive Leadership	1,137	0,259	Significant
Organizational Commitment	6,196	< 0,001	Significant

Source: Processed primary data, 2025

Based on Table 10, the t-test results show that the organizational commitment variable has a t-value of 6.196 with a significance value of  $< 0.001$ . Since this significance value is less than the significance level ( $\alpha$ ) of 0.05, it can be concluded that the variable has a significant partial effect on employee performance. Conversely, the inclusive leadership variable has a t-value of 1.137 with a significance value of 0.259, which is greater than 0.05. Therefore, inclusive leadership does not have a significant partial effect on performance. These results indicate that individually, only organizational commitment has been proven to make a meaningful contribution to improving employee performance at Haji Syaiful Anwar General Hospital in Subang.

### 4.5 The Influence of Inclusive Leadership and Organizational Commitment on Employee Performance

The results of the simultaneous regression test indicate that inclusive leadership and organizational commitment jointly have a significant effect on employee performance, with an F value of 76.287 and an R Square of 0.632. This means that 63.2% of the variation in performance can be explained by these two variables, while the remaining 36.8% is influenced by other factors outside the model. These findings highlight that enhancing inclusive leadership and organizational commitment is a key strategy to improve employee performance in the hospital setting.

The results of this study indicate that employee performance at Haji Syaiful Anwar General Hospital in Subang is strongly influenced by the level of commitment to the organization. Strengthening leadership roles particularly in terms of empowerment, transformative communication, and enhancing work motivation is essential. Therefore, strategic human resource development, leadership training, and the internalization of loyalty values through organizational culture are strategic steps to sustainably improve both employee performance and the overall quality of hospital services.

The theoretical model proposed by Huang *et al.* (2020) <sup>[17]</sup> emphasizes that employee performance is influenced by structural dimensions such as leadership and affective dimensions such as organizational commitment. Although the effect of leadership was not statistically significant, the role of a leader remains essential in fostering a supportive work climate. In contrast, employee commitment has been proven to be the primary driver in achieving optimal performance, particularly in terms of job responsibility, time efficiency, and teamwork (Albert *et al.*, 2022) <sup>[18]</sup>.

### 4.6 The Influence of Inclusive Leadership on Employee Performance

The results of the partial test (t-test) indicate that inclusive leadership does not have a significant effect on employee performance, with a significance value of 0.259, which exceeds the 0.05 threshold. This suggests that the inclusive leadership style currently implemented has not yet had a

direct impact on improving performance. This finding is important for hospital management to consider, as despite being rated as moderate by employees inclusive leadership is not yet sufficiently effective in driving meaningful changes in work behavior. This is also reflected in the partial contribution analysis, where inclusive leadership accounts for only 8.74% of the variation in performance, significantly lower than the contribution of organizational commitment. In other words, inclusive leadership, which is still at a moderate level, has not been able to sufficiently motivate employees to achieve optimal performance. Therefore, improvements are needed in various leadership aspects such as more effective two-way communication, constructive feedback, and the implementation of empowerment and fairness principles in decision-making, so that inclusive leadership can genuinely play a role in driving employee performance improvement.

The majority of respondents rated inclusive leadership at Haji Syaiful Anwar General Hospital in Subang as moderate. All dimensions individual appreciation, openness and willingness to lead, communication and developmental support, as well as the collaborative approach were also rated as moderate. This indicates that the inclusive leadership being implemented is still perceived by employees as not yet fully optimal.

The findings of this study indicate that inclusive leadership does not have a significant effect on employee performance, aligning with the results of Ilyas *et al.* (2024) <sup>[19]</sup>, who stated that the influence of inclusive leadership is indirect and mediated by job satisfaction. Chen *et al.* (2024) <sup>[20]</sup> also highlighted that inclusive leadership can create role ambiguity, which may in fact hinder performance. These findings suggest that in a highly structured work environment such as a hospital, inclusive leadership may not necessarily be effective in directly enhancing performance.

### 4.7 The Influence of Organizational Commitment on Employee Performance

The t-test results indicate that organizational commitment has a significant effect on employee performance, with a significance value of  $< 0.001$ , which is below the 0.05 threshold. This finding confirms that organizational commitment is a key factor in driving performance improvement. This is further supported by the results of the partial contribution analysis, where organizational commitment accounts for an effective contribution of 54.9%, much higher than inclusive leadership, which contributes only 8.74%. Thus, the higher the level of commitment employees have, the greater the likelihood that they will demonstrate better performance.

Although the statistical test results show that organizational commitment has a positive and significant effect on employee performance, the questionnaire results indicate that the level of commitment is still perceived as poor by employees at Haji Syaiful Anwar General Hospital in Subang. This suggests a gap between the theoretical



importance of organizational commitment and the actual conditions in the field, which requires serious attention from management in efforts to improve performance.

The implementation of strategies to strengthen commitment such as increasing emotional engagement through reward programs, instilling organizational values, and ensuring career development opportunities must be prioritized so that employee performance can grow and improve sustainably. These findings are consistent with the study by Wahyudi *et al.* (2024) <sup>[21]</sup>, which states that organizational commitment is a strong predictor of performance, particularly in public service organizations that demand high work ethics and emotional attachment. Support for this finding is also evident in the study by Handayani (2022) <sup>[22]</sup>, which shows that high organizational commitment is directly proportional to improved employee performance, especially in the health sector.

## 5. Conclusion

Based on the results of data analysis and the discussion conducted, the following conclusions can be drawn:

1. Inclusive leadership, according to employee perceptions at Haji Syaiful Anwar General Hospital Subang, falls into the moderate category, indicating that its implementation is not yet fully optimal and still requires improvement.
2. The level of organizational commitment among employees is generally categorized as poor, indicating low attachment and responsibility toward the organization.
3. Employee performance is in the moderate category, meaning that work achievement is not yet optimal and still needs improvement in various aspects.
4. Inclusive leadership and organizational commitment simultaneously have a significant effect on employee performance. Meanwhile, the partial effects are as follows:
  - a. Inclusive leadership does not have a significant partial effect on employee performance.
  - b. Organizational commitment has a positive and significant partial effect on employee performance.

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