The Effect of Leadership, Work Culture, Work Environment, Interpersonal Communication, Workload on Nurse Loyalty in the Public Health Center

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Abstract

The research objective was to determine the influence of leadership on loyalty, the influence of work culture on loyalty, the influence of the work environment on loyalty, the influence of interpersonal communication on loyalty, and the effect of workload on loyalty. This research method is a quantitative method with a survey through online questionnaires distributed through social media. The questionnaires were designed using a Likert scale of 1 to 7. Respondents to this study were 269 senior public health center employees who were determined by simple random sampling. Data analysis used the structural equation modeling (SEM) method with SmartPLS 3.0 software tools. The stages of data testing are validity, reliability, termination and hypothesis testing. The independent variables in this study are Leadership, Work Culture, Work Environment, Interpersonal Communication and Workload. The dependent cariabel in this research is Loyalty. The results of hypothesis testing show that leadership has a positive and significant effect on loyalty, work culture has a positive and significant effect on loyalty, work environment has a positive and significant effect on loyalty, interpersonal communication has a positive and significant effect on loyalty, workload has a positive and significant effect on loyalty.

Keywords: Leadership, Work Culture, Work Environment, Interpersonal Communication, Workload, Nurse Loyalty, Public Health Center

Introduction

Health services at the Puskesmas are related to the quality of its human resources or known as the Human Development Index (IPM) and are oriented towards the coverage and minimum service standards related to the health quality service program in Indonesia which are gradually becoming more involved in encouraging and supporting employees so that they improve a number of processes that are their job and not just follow standardized standards, even though the preparation of uniform standards is an important component of quality service programs in Indonesia.According to Sumarsi (2019); Siswanto (2022) human resources are people who work in a work environment. Human ability to advance the organization is an asset that is useful as capital, both physical and non-physical, can become a reality in business organizations in organizational expansion. Human resources are important in organizational processes and deciding on organizational development which is the main thing cannot be separated from the internal and external professional ties of the organization. According to Purwanto (2022) The problem of human resources is an important factor for the survival of a company, and not only the quantity of human resources is important, but the

quality and performance of human resources. According to Koswara et al. (2021);Kurniawan et al. (2022) Assessment of patient/family satisfaction perceptions of the quality of nursing care services in public health center, resulting in the highest satisfaction in the public health center (87%) and a decrease in performance was also determined by the presence of damage to health support equipment, for example medical rehabilitation equipment where the senses were damaged and incomplete, in the radiology room there was no doctor, a radiologist, poly senses damaged and there is no periodic maintenance. In addition, there is damage to building infrastructure that needs to be repaired which greatly affects the decrease in service coverage, for example ICU room buildings, operating rooms, inpatient rooms, outpatient care, nutrition installations, laundry, radiology, laboratories and emergency rooms which are evaluated in unfavorable conditions. As for the pharmaceutical warehouse. and employee residences in a state of severe damage.

Based on research by Rahmawati et al. (2020); Sumarsi (2019) found that loyalty depends on leadership style, role conflict, work atmosphere, and organizational commitment. The work environment is concluded to have the greatest impact on public health centers. The decline in employee loyalty is due to not achieving job satisfaction. According Koswara et al. (2021);Kurniawan et al. (2022) Job satisfaction refers to an individual's attitude towards work. Job satisfaction is a general attitude towards one's work and is determined by the level of compensation received by employees with the level of their confidence in the remuneration received. Employees who are satisfied with their jobs will show a positive attitude towards the work given. This is reflected in the work of employees and all the attitudes that accompany it in the work environment. This research is comparable to research according to Sumarsi (2019); Siswanto (2022) shows that satisfaction has a positive impact on retirement intentions, while dismissal intentions and organizational commitment have a negative impact on retirement intentions. The managerial implication of this research is to increase salary satisfaction by increasing the value of salary, benefits, and incentives.

According to research according to Purwanto (2022); Rahmad et al. (2021) found that there are four factors in turnover: age, career development, compensation, and communication. Of the four factors, the most dominant is the desire to change jobs, which has a lot to do with communication. This is in accordance with Amin's research, the results of Epndi et al. (2022); Fahmalatif et al. (2022) showed that giving supplements had a significant positive effect on nurse work loyalty. Hmm. Work atmosphere has a positive and significant effect on nurse work loyalty and is the most influential factor on nurse work. According to Fahmalatif et al. (2022) Leaders are people who control organizational operations Leaders are subjects of leadership who are responsible for having power, influence, strength and all activities carried out by their subordinates. According to Farida et al. (2022);Fikri et al. (2021) Leadership is influenced by the following factors: the intelligence of the leader must exceed that of the members, maturity and social breadth, the leader must be able to control emotions, maturity, have mobility and mature vision, intrinsic motivation and drive for achievement: the leader must have the motivation to achieve goals. This is in accordance with research which states that leadership has a major effect on loyalty.

According to Asbari et al. (2021); Astuti et al. (2020) Work culture is a norm in an organization that is cultivated in a group into a form of work that is reflected in their behavior according to when they work. Work culture functions so that fellow members are connected

to each other so that they know how to communicate with each other. According to Prayuda (2019);Praditya (2020) The work environment is everything that is around an employee that can affect his performance in completing tasks. The work environment is the physical and non-physical conditions around the workplace that give the impression of being comfortable, safe and comfortable. According to Farida et al. (2022);Fikri et al. (2021) good and comfortable work environment motivates employees to improve their performance. Good working conditions also help reduce boredom and fatigue, which is expected to increase employee retention. According to research shows that the work environment is related to loyalty. According to Farida et al. (2022);Fikri et al. (2021) the physical work environment has a significant positive effect on employee work loyalty. Interpersonal communication is interpersonal communication which refers to interpersonal interactions that influence each other either intentionally or unintentionally. According to Prayuda (2019);Purwanto et al. (2021) The Communication takes place in eye contact where messages flow through interpersonal channels. This is consistent with research which states that loyalty can be influenced by interpersonal communication in accordance with research on the effects of internal communication and occupational health and safety events on employee loyalty which concludes that internal communication and occupational safety and health programs simultaneously affect employee loyalty. According to Kurniawan et al. (2022) Workload is a disparity between the capacity or ability of workers to use the demands of work that must be faced. Workload refers to the amount of work allocated to employees or human resources to complete in a certain period of time. Research on the effect of workload on loyalty was previously conducted by Koswara et al. (2021) which concluded that workload has a positive effect on work loyalty. If given more than the portion limit, it will have an impact on decreasing work loyalty.

According to Nugroho et al. (2022); Novitasari (2020) health service activities affect nurse loyalty and the quality of services provided to patients. Hospital medical services are very dependent on human resources, both medical and non-medical personnel. Most of the health workers in the hospital are nurses. The roles and responsibilities of nurses in hospital services are very important. Nurses take care of patients around the clock. Nursing services in hospitals are an important factor in improving service quality. Good service provides the best service to patients. According to Kurniasih et al. (2022); Novitasari et al. (2021) An overview of the problem of nurse loyalty at the public health center, categorized as still not good, the rate of delay in nurse turnover has increased in the last 3 years, delays in the arrival of nurses at public health centers have been reported to have increased in that time span. The cause of disloyalty to human resources is employee dissatisfaction. This dissatisfaction stems from various things, including incompatibility with leaders, work calm, work environment, wage problems, minimal facilities, also psychological ones such as respect for employees, the need to participate and participate in business development. According to Koswara et al. (2021); Kurniawan et al. (2022) The impact if the loyalty problem is left unchecked will result in a decrease in the quality of services provided to patients. Several types of services tend to be hampered and delayed in handling. Patient dissatisfaction can affect performance and quality of service at hospitals. According to Praditya (2020);Prayuda (2019) The This reduction can be measured by comparing current work productivity with productivity in the past. Absenteeism levels are rising. When employee loyalty is declining, employees generally are lazy to arrive. workplace, high level of labor education, entry level, declining employee emergence which indicates something is wrong in a company. According to Haq et al. (2022);

Koswara et al. (2021) The large number of employees who feel unsuited to work in the company indicates that if the management system runs asynchronously using employee expectations, there is anxiety. employee dissatisfaction, work strikes, if employees feel their voices are not being heard, then their dissatisfaction will peak and eventually result in a strike movement. Loyalty is related to the maturity level of employees determined by different backgrounds. The background of employees based on the family side is determined by upbringing and family environment, nutritional status, education. In addition, based on the age side, there is an impact on decisions related to using loyalty. The aim of the study was to determine the influence of leadership on loyalty, the effect of work culture on loyalty, the effect of the work environment on loyalty, the effect of interpersonal communication on loyalty, the effect of workload on loyalty.

Method

This research method is a quantitative method with a survey through online questionnaires distributed through social media. The questionnaires were designed using a Likert scale of 1 to 7. Respondents to this study were 269 senior public health center employees who were determined by simple random sampling. Data analysis used the structural equation modeling (SEM) method with SmartPLS 3.0 software tools. The stages of data testing are validity, reliability, termination and hypothesis testing. The independent variables in this study are Leadership, Work Culture, Work Environment, Interpersonal Communication and Workload. The dependent cariabel in this research is Loyalty

The research hypothesis is
H1: Leadership has a positive and significant effect on loyalty
H2: work culture has a positive and significant effect on loyalty
H3: work environment has a positive and significant effect on loyalty
H4: Interpersonal Communication has a positive and significant effect on Loyalty
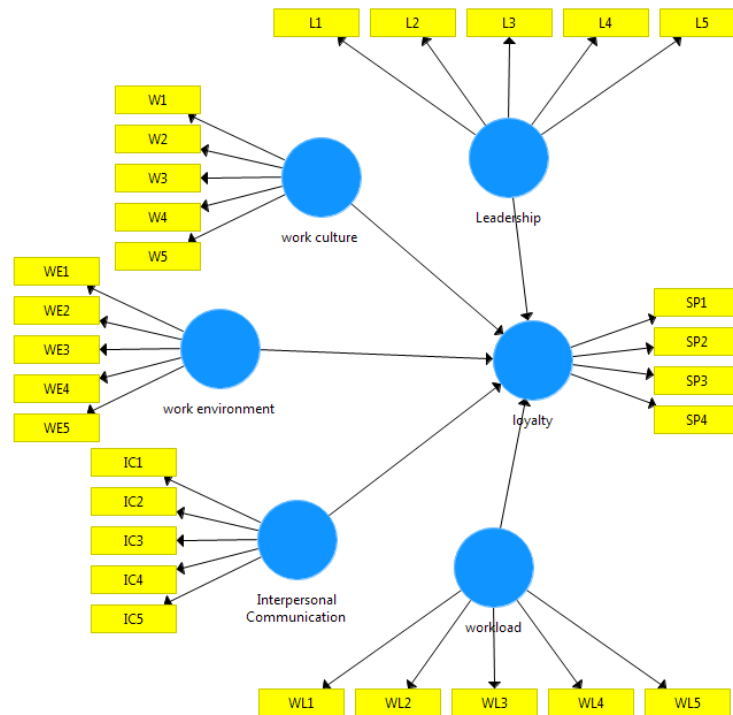*H5: workload has a positive and significant effect on loyalty*

Fig 1. Research Model

Result and Discussion

Convergent Validity

Based on the data presented in fig 1, the research variable indicators has a value of outer loading > 0.7. However, it appears that there are still some indicators that have an outer loading value of < 0.7. The data above shows that there is no indicator variable whose outer loading value is below 0.5, so all indicators are declared feasible or valid for research use and can be used for further analysis.
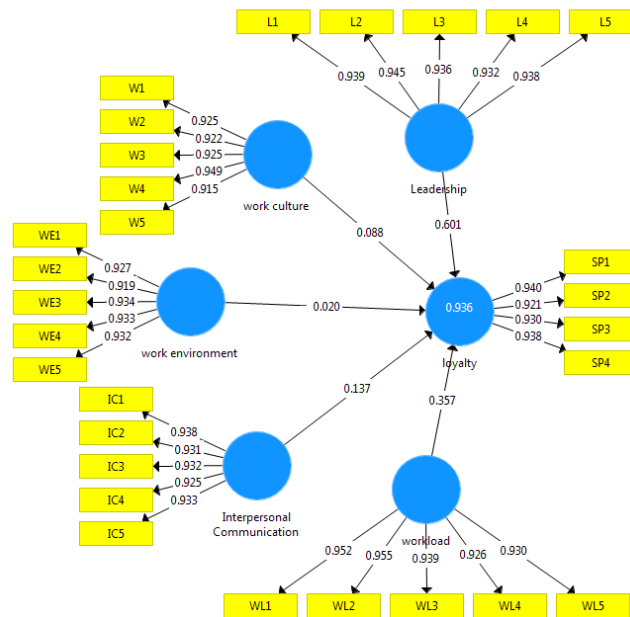
Fig 2. Loading Factors

Discriminant Validity

Based on the data presented in table 1, it is known that the AVE value of all variables is > 0.5. Thus it can be stated that each variable has good discriminant validity, the composite reliability value of all research variables > 0.7. These results indicate that each variable has met composite reliability so that it can be concluded that all variables have a high level of reliability, the Cronbach's alpha value of each research variable > 0.7. Thus these results can indicate that each research variable has met the requirements of Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability.

Table 1.Reliability Testing

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Leadership	0.831	0.812	0.786	0.612
Work culture	0.823	0.893	0.789	0.686
Work environment	0.821	0.823	0.886	0.623
Interpersonal communication	0.835	0.821	0.826	0.673
Workload	0.867	0.856	0.856	0.687
Loyalty	0.893	0.763	0.872	0.672

Coefficient of Determination

Table 2. R Square

	R Square	**R Square Adjusted**
Loyalty	0.936	0.901

Based on the data presented in table 2, it can be seen that the R Square value for the loyalty is 0.936. The obtained value explains that loyalty can be explained by leadership, work culture, work environment, interpersonal communication, workload is 93.6 % and the remaining 6.4 % is explained by other factors not discussed in this study.

Hypothesis Testing

Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be declared accepted if the P-Values <0.05
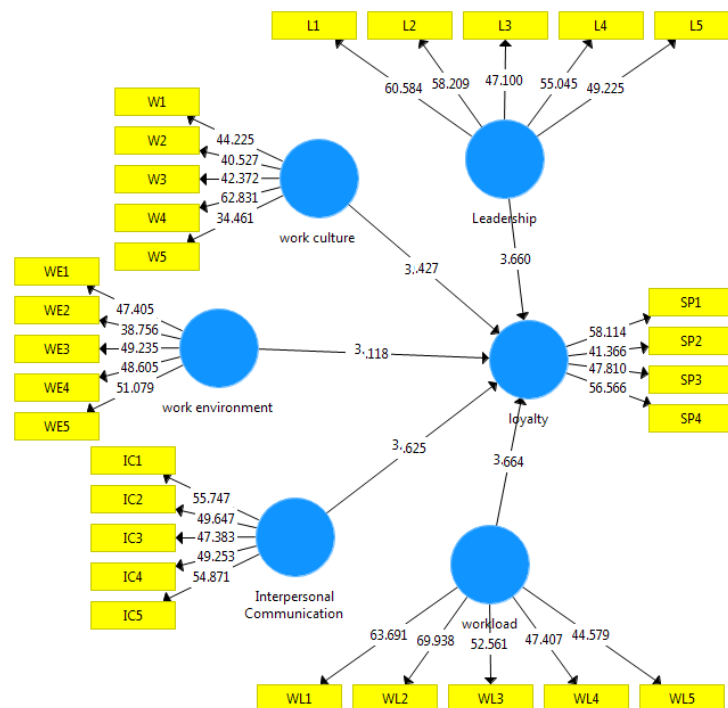

Fig 3. Hypothesis testing

Table 4. Hypothesis testing

Hypothesis	T Statistics	P Values	Result
Leadership on loyalty	3.660	0.000	Supported
work culture on loyalty	3.427	0.000	Supported
work environment on loyalty	3.118	0.000	Supported
Interpersonal communication on loyalty	3.626	0.000	Supported
Workload on loyalty	3.664	0.000	Supported

The Influence of Leadership on Loyalty

The results of the leadership test on public health center loyalty show a T-statistic value of 3.660 and is significant at α = 5%, the T-statistic value is above the critical value (1.96). Leadership has a direct effect on loyalty. Leadership is an activity that influences the behavior of others so that it can be guided to achieve certain goals. Leadership is defined as

the ability to mobilize or motivate many people to carry out the same activities at the same time and aim to achieve their goals. According to Epndi et al. (2022); Fahmalatif et al. (2022) Leadership is also a process of moving one or more groups in the same direction without being forced. According to Farida et al. (2022);Fikri et al. (2021) Thus leadership can directly affect the loyalty of employees. Leadership has a strong influence on the running of the organization and the survival of the organization. The strategic leadership role is very important for the achievement of the mission, vision and goals of an organization, and is one of the motives that encourages someone to always investigate the intricacies associated with leadership. The quality of a leader is often considered the most important factor in the success or failure of an organization. Conformity between leadership styles, norms and organizational culture is seen as a key prerequisite for successful achievement of organizational goals. Good leadership is needed to develop employees and build employee loyalty in order to increase productivity. According to Asbari et al. (2021); Astuti et al. (2020) Employee loyalty is needed by every company, but employee loyalty does not appear by itself. The role of a good leader and management controller is needed to create employee loyalty. Employees work under supervision from their superiors. Superior leadership is also suspected of influencing employee loyalty. Bosses who act as rulers who tend to be arbitrary and do not respect the aspirations of employees will make employees feel dissatisfied at work. The results of this study are in line with that leadership has a linear pattern on nurse loyalty. According to Rahmawati et al. (2020); Sumarsi (2019); Siswanto (2022) Leadership influences nurse loyalty. A supportive leadership style is the most effective leadership method to apply, because a supportive leadership style is a leadership style that creates a work environment to strengthen the desire of subordinates to do the best work possible to achieve common goals. Public health center leadership should implement a supportive leadership system so that it is easier to increase nurse loyalty in work which affects the quality of service to be provided to patients.

The Effect of Work Culture on Loyalty
The results of testing work culture on the loyalty of public health center nurses showed a T-statistic value of 3.427 and was significant at $\alpha = 5\%$, the value of the T-statistic was above the critical value (1.96). Work Culture has a direct effect on loyalty. Work culture is a philosophy, ideology, values, assumptions, beliefs, hopes, attitudes and norms that are shared and limited within a particular community. Specifically, the culture in the organization will depend on the working conditions of the team, leadership and organizational characteristics, as well as the existing management processes. According to Epndi et al. (2022); Fahmalatif et al. (2022) Work culture is important because the habits that arise in the organizational hierarchy represent the behavioral norms adopted by members of the organization. Production culture is a culture that can make an organization strong and adapt to company goals. A good work culture can be a factor in the growth and development of employee loyalty. According to Asbari et al. (2021); Astuti et al. (2020) Work culture is a value system which is a collective agreement of all involved in the company. What is meant by agreement here is in terms of perspective on work and its elements. In this case work culture is closely related to perceptions of values and the environment. Then the perception gives birth to meaning and outlook on life that will influence the attitudes and behavior of employees and management at work. Based on this, it can be concluded that work culture is a habit that is carried out from generation to generation by individuals and groups that shape behavior in carrying out work to achieve company goals. Based on Epndi et al. (2022); Fahmalatif et al.

(2022) indicated that work culture variables had a positive and significant effect on nurse loyalty. According to Koswara et al. (2021); Kurniawan et al. (2022) Work culture influences nurse loyalty, the better the work culture in the hospital, the more it will affect nurse loyalty. The work culture in the public health center is quite good, one of the work cultures is to work with sincerity, discipline, integrity, a good work culture can be seen from the nurse's discipline towards the work done, loyalty will increase if discipline, integrity and sincerity in work are carried out properly.

The Effect of the Work Environment on Loyalty

The results of testing the work environment on the loyalty of nurses showed a T-statistic value of 3.118 , meaning that it was not significant at α = 5%, the value of the T-statistic was above the critical value (1.96).. The work environment has a direct effect on loyalty. According to Epndi et al. (2022); Fahmalatif et al. (2022) The work environment is a very important part of employee work activities. By paying attention to a good work environment or creating working conditions that can motivate employees to work, it can have an impact on employee morale. What is meant by the work environment is everything around the worker that can influence him in carrying out the tasks assigned to him. According to Asbari et al. (2021); Astuti et al. (2020) The work environment influences nurse loyalty at work, with a conducive, pleasant and comfortable work environment that is very important to encourage the level of nurse work loyalty, the work environment must provide comfort from health aspects such as a quiet office space, adequate lighting and complete facilities support the work then it can affect the increase in employee loyalty.

The Effect of Interpersonal Communication on Loyalty

The test results of interpersonal communication on nurse loyalty show a T-statistic value of 3.626 and is significant at α=5. Work Interpersonal Communication has a direct effect on loyalty. Effective interpersonal communication is characterized by a dynamic process, so that the relationship between communication participants needs to be improved. According to Koswara et al. (2021); Kurniawan et al. (2022) Interpersonal meetings usually begin with a discussion of general issues, such as age, place of residence, education level, region of origin. It then addresses more specific personal and psychological issues, such as habits and preferences. This situation indicates interpersonal communication. According to Sumarsi (2019) Oral communication can be carried out directly without being active and interactive through media intermediaries between two people or two groups, which is called interpersonal communication. Most communication activities are carried out in the context of interpersonal communication. The communication that exists between fellow employees and with superiors will create a warm family atmosphere, this condition can be a factor for employees to stay in a company, meaning that an attitude of loyalty unknowingly arises within them. The general goals to be achieved in interpersonal communication according to Siswanto (2022) are conveying information, sharing experiences, growing sympathy, working together, telling mistakes and disappointments, growing motivation. The results of this study are in accordance with the research that there is a significant effect of Interpersonal Communication on Nurse Loyalty. According to Prayuda (2019);Purwanto et al. (2021) The Interpersonal communication has an effect on loyalty, good interpersonal communication between superiors and subordinates will have a positive effect on nurse loyalty, maximum performance results will provide high loyalty for the hospital. Interpersonal communication

can be improved by creating a family atmosphere at work so that it creates a sense of comfort among fellow nurses and is able to increase loyalty in providing services.

Effect of Workload on Loyalty

The results of workload testing on employee loyalty show that there is an effect of the T-statistic value of 3.664 , meaning that it is significant at α = 5%, the value of the T-statistic was above the critical value (1.96). Workload has a direct effect on loyalty. According to Prayuda (2019);Praditya (2020) The Workload is the degree of ability required to complete a worker, this task can be seen from the amount of work that must be completed by the worker and the time / time the worker completes the work, as well as the individual's subjective view of the work. Therefore, workload is a process carried out by someone when completing a task or group of tasks, which is carried out under normal conditions within a certain period of time. Workload that is not in accordance with the work agreement, the competence possessed by the employee, or is not in accordance with the level of understanding of an employee will result in the emergence of frustration in the employee. Such conditions will boomerang for the company, namely the emergence of an attitude of indifference or disloyalty to the company. This is in line with research conducted by Nugroho et al. (2022) the relationship shown by the regression coefficient is positive, meaning that the higher the workload, the lower the nurse's loyalty. According to Novitasari (2020) workload affects work loyalty, workload that exceeds the capacity and ability of nurses will have an impact on nurse loyalty at work decreasing and nurses' desire to move to another hospital. The workload in public health centers is quite heavy, resulting in many nurses experiencing fatigue and impacting on decreased loyalty. Compensation given to nurses must be in accordance with the workload given to nurses so as not to result in a significant decrease in loyalty.

Conclusion

The results of hypothesis testing show that leadership has a positive and significant effect on loyalty, work culture has a positive and significant effect on loyalty, work environment has a positive and significant effect on loyalty, interpersonal communication has a positive and significant effect on loyalty, workload has a positive and significant effect on loyaltyThe variable that has the greatest influence on loyalty is the interpersonal communication variable, if the interpersonal communication is good it will increase loyalty at work. Effective interpersonal communication will have an impact on increasing nurse loyalty at work. Good and smooth interpersonal communication will make it easier to carry out work and have a positive impact on increasing nurse loyalty given to the hospital. The most important thing is that interpersonal communication must be developed with mutual openness and understanding, interpersonal communication needs to be fostered and strengthened by increasing relations and cooperation among fellow health workers in public health centers. It is hoped that public health centers must pay more attention to the welfare of nurses in terms of loyalty given to reduce the number of nurses leaving. Public health centers can take various approaches to nurses such as education and coaching with the aim of strengthening the family and increasing nurse loyalty at work. The results of the study show that there is a positive influence of the superior's leadership style on employee performance. So that if the leadership style is good and meets the expectations of subordinates, then there are indications that it can improve employee performance in health services at the puskesmas directly or indirectly through employee motivation, and vice versa if the leadership style is not good, it can reduce employee performance in health services at the puskesmas directly and indirectly.

indirect. Of the three measuring indicators owned by superiors' leadership style variables, all indicators are able to explain leadership style variables, namely giving inspiration, setting goals and taking risks, this proves that leadership style that is included in the organizational environment is a potential factor in increasing work productivity and employee performance.

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