

Effect of Organizational Commitment, Motivation and Job Satisfaction on Employee Performance at Prof. DR. Muhammad Ildrem Mental Hospital

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Abstract: This study aims to determine the effect of organizational commitment, motivation and job satisfaction on employee performance at Prof. DR. Muhammad Ildrem Mental Hospital. This type of research is descriptive research. The population of this study was medical support staff with 39 respondents. The sampling technique is a saturated sampling technique using primary data obtained through a questionnaire. The data of this study were analyzed using multiple linear regression. The results showed partially that organizational commitment and job satisfaction significantly affected employee performance while motivation did not significantly influence employee performance at Prof. DR. Muhammad Ildrem Mental Hospital. This study produces empirical evidence that organizational commitment and job satisfaction affect performance. So that organizational commitment and job satisfaction are very important things to consider to improve employee performance.

Keywords: Organizational Commitment, Motivation, Job Satisfaction, Performance

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I. Introduction

Human resources (HR) is one of the main factors that are very important in an organization. HR management must be handled as well as possible so that their work skills and abilities can be optimally utilized in achieving organizational goals. One form of organization is a hospital, where this organization is a public sector organization that must improve the quality of services so that the health care provided is increasing.

The hospital is one of the health service sub-systems that organizes two types of services to the community, namely health services and administrative services. People always want good and quality health services. This desire was recognized as one of the goals of health services such as hospitals. The aim of the health service was also stated by Juliani (2007:1) that the aim of the hospital was to realize the highest degree of health for all levels of society, while the approach included health care, disease prevention, disease recovery and health recovery that was carried out thoroughly in accordance with applicable regulations. The above objectives certainly need to reach support with adequate quality equipment and human resources.

Good human resources must be supported by good human resource management. Therefore, health organizations such as hospitals must have human resource management that is able to create a good service atmosphere. This is also supported by the opinion of Handoko (2006), that humans are the most important resource that is able to provide talent, creativity and effort to the organization.

The current phenomenon shows that each hospital is required to improve the quality of its services to patients, because more and more agencies appear in the name of health and on average they strive to provide optimal service for the community users of their services. In order to improve these services, hospital management in Indonesia is encouraged to always pay attention to the quality of its human resources because they are a very important element for the survival of the hospital.

The demands of hospital management often cause various problems within employees. The problems that are often faced by them include increasing work stress because it is driven to always be at maximum service to patients, if the stress of the employee is not immediately addressed, it impacts on employee behavior that is not desired by the hospital, such as low job satisfaction that impacts on organizational commitment which goes down, even worse the performance of employees will begin to decline so that it will harm the company, from where the commitment of the employees is tested, whether an employee has the desire to maintain his membership in the organization and is willing to strive for the achievement of organizational goals. Indirectly, it can be seen if the commitment of an employee in the organization is low so that employees will not be serious in their work which causes a decrease in employee performance.

Commitment does not only mean loyalty but also involves active employee relations with the

organization where employees provide something of themselves to help the organization achieve success. Therefore, employee commitment to the organization is an ongoing process in which all actors related to the organization express their concern for the interests of the organization. Individuals who have a high commitment to the organization will have positive feelings towards the organization, where they show a desire to maintain membership in the organization, have strong trust and acceptance of the values and goals of the organization and are willing to work as much as possible for organizations (Sopiah, 2008).

To get the human resources expected by the organization to contribute positively to all organizational activities in achieving its goals, each employee is expected to have high work motivation so that later it will increase work productivity. Motivation is a very important thing to be considered by management if they want each employee to make a positive contribution to the achievement of organizational goals. Because with motivation, an employee will have a high enthusiasm in carrying out the tasks assigned to him. Without motivation, an employee cannot fulfill his duties according to standards or even exceed standards because what is his motive and motivation for work is not fulfilled. Even if an employee has good operational skills if he does not have the motivation to work, the end result of his work will not be satisfactory.

Motivation that is in someone will influence whether he will do each task properly or vice versa. Individuals with high achievement motivation are expected to be able to show relatively higher work performance compared to individuals who have low achievement motivation. This motivation greatly influences the individual characteristics of each individual.

An employee / employee who is satisfied with what is obtained from the company or an agency will give more than what is expected and he will continue to try to improve his performance, whereas employees who have low job satisfaction tend to involve work as tedious and boring, so he works with forced and carelessly. So, it is a must for companies and agencies to recognize what factors make employees satisfied to work in companies and agencies so that the stronger the commitment of the organization, the achievement of employee job satisfaction and the performance of employees increases.

Prof. DR. Muhammad Ildrem Mental Hospital is the only Government Mental Hospital in North Sumatra Province that has service capabilities classified as Class A with specific characteristics categorized as Class B. Along with the increase in people suffering from mental disorders, the North Sumatra Provincial Mental Hospital handles outpatients as many as 40-50 people per day, and 3-5 of them are new hospitalized patients.

It is known data on the number of employees at Prof. DR. Muhammad Ildrem Mental Hospital, the highest number of employees in the medical support department. This is due to the main objectivity of mental hospitals is to carry out mental health efforts efficiently and successfully by prioritizing healing (curative) and rehabilitation (rehabilitative) efforts that are carried out harmoniously and integratedly. But the Mental Hospital also still needs employees in the structural and administrative sections.

The ideal value of BOR (Bed Occupancy Ratio) is said statistically the higher the BOR value means the higher the use of beds available for patient care. However, it should also be noted that the more patients served means the busier and more heavy the workload of the employee. As a result, patients get less attention needed in the treatment process. In the end, an increase in the BOR that is too high can actually reduce the quality of employee performance and reduce patient satisfaction and safety. On the other hand, the lower the BOR means the fewer beds used to treat patients compared to the beds that have been provided. In other words, this small number of patients can cause economic income difficulties for the hospital. So from the data it can be concluded that the use of beds every year shows a graph that is unstable and exceeds the ideal standard of using a BOR which can result in a decrease in employee performance. From the medical aspect, the longer the number of LOS (Length of Stay), it can show the performance of medical quality that is not good because the patient must be treated longer (longer recovery). From the economic aspect, the longer the value of LOS means the higher the cost that the patient will have to pay to the hospital.

II. Theoretical Review

2.1 Organizational Commitment

Organizational commitment is a condition to the extent to which an employee sided with a particular organization and its purpose and intends to maintain membership in the organization.

Factors that Influence commitment according to David in Sopiah (2008) suggest four factors that influence employee commitment to the organization, namely:

1. Personal factors (age, gender, level of education, personality, etc.),
2. Characteristics of work, for example the scope of position, challenges, conflicts, roles, level of difficulty in work, etc.,
3. Characteristics of the structure, for example the size of the organization, the form of the organization (centralization / decentralization), the presence of unions,
4. Employee work experience is very influential on the level of employee commitment to the organization.

2.2 Motivation

Motivation is a condition that encourages or makes employees do their work, which takes place in a manner that is supported by effective leaders to achieve organizational goals. Motivation is very important and greatly affects one's performance; true and fulfilled motivation will make an employee want to work sincerely in order to achieve organizational goals effectively and efficiently.

Factors that influence motivation, then Nawawi (2008) distinguishes motivation into two forms, namely:

1. Intrinsic Motivation

This motivation is a driver of work that comes from within the worker as an individual, in the form of awareness of the importance or benefits of the work carried out. This motivation comes from the work done, either because it is able to meet needs, or is fun to achieve a goal, or because it gives certain positive expectations in the future.

2. Extrinsic Motivation

This motivation is a driver of work that comes from outside of the worker as an individual, in the form of a condition that requires him to carry out maximum work.

2.3 Job Satisfaction

Job satisfaction is the result of various kinds of attitudes that are owned by employees. In this case, the attitude is the matters relating to work along with specific factors such as supervision or supervision, salaries and benefits, the opportunity to get promotions and promotions, working conditions, experience with skills, fair work assessment and not detrimental, social relations in good work, rapid resolution of complaints and good treatment from the leadership of employees.

Factors that influence job satisfaction according to Mangkunegara (2005), there are two factors that influence job satisfaction, namely:

1. Factors that exist in employees, namely intelligence, special skills. Age, gender, physical condition, education, work experience, work period, personality, emotions, ways of thinking, perception, and work attitudes.

2. Faculty of work includes: type of work organizational structure, rank, position, quality of supervision, financial security, opportunities for promotion, social interaction, and work relations.

2.4 Performance

Performance is basically what employees do or don't do. Employee performance is what affects how much they contribute to the organization. Improving performance for both individuals and groups is the center of attention in improving organizational performance. Improving performance for both individuals and groups is the center of attention in an effort to improve the performance of organizations.

Factors that influence employee performance according to Mangkuprawira (2005) consist of:

1. Intrinsic factors

Personal or individual factors, namely knowledge, skills (skills), ability, confidence, motivation, and commitment that is owned by each individual employee.

2. Extrinsic Factors

a) Leadership factors, including quality aspects of managers and team leaders in providing encouragement, enthusiasm, direction and work support to employees.

b) Team factors, including aspects of support and enthusiasm given by team mates, trust in fellow team members, compactness and closeness of team members.

c) System factors, including work systems, work facilities and infrastructure provided by organizational processes and work cultures within the organization.

d) Situational factors, including pressure and changes in internal and external environment.

According to Gibson (2003) there are 3 factors that affect employee performance, namely:

1. Individual Factors

Individual factors include: ability, skills, work experience, and demography.

2. Psychological factors

Psychological factors consist of: perceptions, roles, attitudes, personality, work environment motivation and job satisfaction.

3. Organizational Factors

Consisting of organizational structure, design work, leadership, and rewards.

III. Research Methods

3.1 Types of Research

This research was conducted to test the hypothesis proposed by using research methods that have been designed in accordance with the variables to be studied so that accurate results are obtained. This type of research is quantitative descriptive. According to Sinulingga (2014) that quantitative descriptive research is a

type of research that aims to describe systematically, factually and accurately about the facts and the nature of an object or a particular population.

3.2 Population and Samples

Population is the whole object or subject that is in an area and meets certain conditions related to research problems, or the entire unit or individual in the scope to be studied (Martono, 2010). The population in this study were 39 medical support staff. The sample is part of the population that will be studied and which is considered to be able to describe the population, in this case the sample in this study is all medical support employees at Prof. DR. Muhammad Ildrem Mental Hospital as many as 39 people.

3.3 Data Analysis Method

This study uses descriptive qualitative analysis method to determine the existence of relationships between dependent variables and independent using inductive statistics correlation with multiple regression analysis. The qualitative descriptive objective in this study is to provide a systematic, factual and accurate description of certain facts.

a. Descriptive Analysis

Sugiyono (2016) explains that qualitative research methods are research methods used to examine natural objects, where researchers are key instruments, while data collection techniques are conducted by interview methods, data analysis is inductive, and the results of qualitative research emphasize meaning rather than generalization.

b. Multiple Linear Regression Analysis

This analysis is conducted to see if there is a causal relationship between the two variables or examine how large one variable affects the other variables. Relationship between variables that describe the function, namely: $y = f(x)$. This function explains the relationship between the dependent variable (Y) and the free variable (X). Hypothesis testing using t test, F test, r squared test.

IV. Results and Dissucion

4.1 Descriptive Statistics Analysis

After determining the characteristics of the research respondents, a descriptive analysis will then be conducted. This analysis is used to analyze the answers given by respondents for each item statement contained in the distributed questionnaire.

Based on the data it is known that the minimum value of commitment is 2,0000, while the maximum value of commitment is 4,5714. The average value of the commitment is 3.3883, while the standard deviation value of the commitment is 0.5835. It is known that the minimum value of motivation is 2.3750, while the maximum value of motivation is 4.6250. The average value of motivation is 3.6314, while the standard deviation value of motivation is 0.5692. It is known that the minimum value of job satisfaction is 2.5714, while the maximum value of job satisfaction is 4.1429. The average value of job satisfaction is 3.6374, while the standard deviation value of job satisfaction is 0.4246. It is known that the minimum value of performance is 2.8750, while the maximum value of performance is 4.6250. The average value of the performance is 3.5962, while the standard deviation value of the performance is 0.3766.

4.2 Results and Discussion

1. The coefficient of determination is 0.711. This value means that all independent variables, namely organizational commitment, motivation and job satisfaction simultaneously affect the performance variable of 71.1%, the remaining 28.9% is influenced by other factors.
2. Because of Sig. 0,000 below 0,05, it is concluded that the simultaneous effect of all independent variables, namely commitment, motivation and job satisfaction is statistically significant for performance.
3. It is known that the regression coefficient value of the variable organizational commitment is 0.229, which is positive. This means that commitment has a positive effect on performance. It is known that the Sig 0.006 < 0.05 and t count 2.935 > t table 2.030. Based on the results obtained, Ho is rejected and H1 is accepted for the variable organizational commitment. Thus organizational commitment significantly influences the performance of employees at Prof. DR. Muhammad Ildrem Mental Hospital. Employees who have high organizational commitment will provide maximum effort to achieve organizational goals and are willing to sacrifice for the benefit of the organization. Based on the results of the study, positive organizational commitment has a significant effect on performance but it was found that employees feel less emotionally bound to the organization than that it is also found that not fully employees consider the problems that occur in the organization as part of the problem so that it affects employee performance.

4. It is known that the regression coefficient of the motivation variable is 0.018, which is positive. This means that motivation has a positive effect on performance. It is known that the Sig value is $0.8177 > 0.05$ and t count is $0.232 < t$ table 2.030, then motivation does not have a significant effect on performance. Based on the results obtained, H_0 is accepted and H_1 is rejected for the motivation variable. Thus motivation does not significantly influence employee performance at Prof. DR. Muhammad Ildrem Mental Hospital. Based on the results of the study, motivation is positive but does not significantly affect performance. But it should be noted that supervision of employees is still carried out to maximize performance.

5. It is known that the regression coefficient of the variable job satisfaction is 0.489, which is positive. This means that job satisfaction has a positive effect on performance. The value of Sig $0.000 < 0,05$ and t count $3,903 > t$ table 2,030 shows that job satisfaction has a significant effect on performance. Based on the results obtained, H_0 is rejected and H_1 is accepted for the variable job satisfaction. Thus job satisfaction significantly influences the performance of employees at the Mental Hospital Prof. DR. Muhammad Ildrem Mental Hospital. The more satisfied the employee, the work performance and work results shown will be better. If someone feels satisfaction in their work, their morale will increase. Based on the results of the study indicate that the variable job satisfaction has a positive and significant effect on employee performance. This can be seen from the ability of superiors who are able to make a decision quickly and precisely, but employees need to be given the opportunity to do many things to others in order to establish good communication so as to improve employee performance.

V. Conclusion and Recommendation

Conclusion

Based on the results of the research and discussion described by the author, it can be concluded as follows:

1. Organizational commitment (X_1), motivation (X_2), job satisfaction (X_3) simultaneously affect the performance variable of 71.1%, the remaining 28.9% is influenced by other factors.
2. Simultaneously the independent variables of organizational commitment (X_1), motivation (X_2), job satisfaction (X_3) have a significant effect on the performance of the staff Mental Hospital Prof. Dr. Muhammad Ildrem.
3. Partially organizational commitment variable (X_1) job satisfaction (X_3) can significantly influence employee performance while motivation (X_2) does not have a significant and positive effect on the performance of the staff Mental Hospital Prof. Dr. Muhammad Ildrem.
4. Job Satisfaction (X_3) is the most dominant variable among other variables which partially has a positive and significant effect on the performance of the staff Mental Hospital Prof. Dr. Muhammad Ildrem.

Recommendation

1. Based on the results of the study found that one of the factors that influence performance is job satisfaction, the researcher suggests that employees can work together to build a good team, conduct activities that can build relationships between employees such as holding gathering and refreshing activities so that they can increase the collectivity of fellow employees.
2. Paying attention to working conditions so that they are always conducive so that employees always feel comfortable at work, build good communication between employees and superiors, and pay attention to the level of employee needs such as rewards for work results or work performance should be considered.
3. Researchers suggest that more effective socialization be held which aims to foster pride in being part of the organization, increase employee awareness of the organization, and willingness of employees to accept all tasks that have become their responsibility to increase commitment to the organization.
4. Providing opportunities for each employee to improve skills related to the tasks performed, such as conducting training for employees who have the potential to develop so that employees are encouraged to contribute according to their abilities.

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