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## Article

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International Journal of Business and Economic Sciences Applied Research (IJBESAR)

### Provided in Cooperation with:

International Hellenic University (IHU), Kavala

*Suggested Citation:* Putra, T. Roli Ilhamsyah (2019) : The model of forming employee commitment in general hospital Tgk Chik Ditiro in Pidie, International Journal of Business and Economic Sciences Applied Research (IJBESAR), ISSN 2408-0101, Eastern Macedonia and Thrace Institute of Technology, Kavala, Vol. 12, Iss. 1, pp. 34-38, <https://doi.org/10.25103/ijbesar.121.04>

This Version is available at:

<https://hdl.handle.net/10419/242201>

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International Journal of  
Business and Economic Sciences  
Applied Research

**The Model of Forming Employee Commitment in General  
Hospital Tgk Chik Ditiro in Pidie**

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pp. 34-38

VOLUME 12, ISSUE 1

# The Model of Forming Employee Commitment In General Hospital Tgk Chik Ditiro in Pidie

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## ARTICLE INFO

### Article History

Received 16<sup>th</sup> December 2018

Accepted 28<sup>th</sup> January 2019

### JEL Classifications

D80; D81; G31; G32

### Keywords:

competence, organizational  
culture and commitment

## ABSTRACT

### Purpose

This study aims to examine the factors that form the commitment

### Design/methodology/approach

The sampling technique used is proportionate stratified random sampling, with 100 respondents and the data collection happens in 2018. Methods of data analysis in this study uses multiple linear regression, with the number of respondents as many as 100 employees.

### Findings

The result shows that the competence and organizational culture significantly influence the commitment. This implies to the manager that the increase of employee competence and the suitable organization culture are very important in strengthening their employee commitment.

### Research limitations/implications

The limitation of this research is in the amount of variables that are only three, and only focus in one object.

### Originality/value

The findings of this research are the new ones, by developing the previous theory, using a new place and time.

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## 1. Introduction

The General Hospital Tgk Chik Ditiro is an integral part of a social and health organization with the purpose of providing comprehensive, curative and preventive services to the people of the Pidie District and also serves as a training center for health workers and medical research center employees.

This hospital's mission is to provide quality health services in the Pidie District, that are affordable to the district's citizens, in order to improve their health. The onus on the hospital's staff is to fulfil this mission via a harmonious, efficient and effective health service that prioritizes healing and recovery, is aligned with improvement and prevention of ill-health, and implementation of referral efforts of patients admitted to other hospitals or by other doctors.

In improving the service for the community, management is often faced with problems, including low employee work commitment. This is in line with preliminary results, which have found that high commitment employees are still limited in number, due to the existence of employees not dedicated to achieve the goals of the hospital. According to Daft (2010),

individuals with low organizational commitment tend to disrupt organizational performance via tardiness in work, complaining, strikes and low turnover. According to Streers (1991), low commitment employees impact turnover, high attendance, poor quality of work, increased job lag, lack of desire to remain in the organization's employ, and lack of loyalty to the organization. Meanwhile, Meyer et al. (1993) describes three dimensions used to measure the commitment of employees to the organization, namely: 1) affective commitment; 2) continuance commitment; 3) normative commitment.

Furthermore, the preliminary assessment of the hospital's staff competency needs attention, particularly those employees that display bad working habits, such as procrastinating the work; these characteristics have been found even in employees that are considered by peers to be knowledgeable, skilful and talented. This attitude can generally be attributed to a lack of employee understanding on the importance of group co-operation, group coordination and discussion, misperceptions about individual performance assessment and excessive egos. Although not all employees display such bad habits, the effect impedes the overall improvement in performance.

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DOI: 10.25103/ijbesar.121.04

This condition indicates the importance of increasing competence, especially knowledge/understanding of employee behaviour and work ethics in a team culture. According to Zaim et al. (2013), low competence prevents employees from mastering the job and leads to performance degradation. Conversely, greater employee competence results in higher organizational commitment that also affects employee performance (Martin et al., 2013). Spencer and Spencer (1993) noted competency indicators consisting of: 1) character / traits / traits innate; 2) motive; 3) self-concept; 4) knowledge; 5) skills.

Organizational culture has also been found to be central to achieving a maximum work commitment. Initial assessment results found that the organizational culture in General Hospital Tgk Chik Ditiro is still not quite fit for purpose. There are three factors that affect performance, one of which is attitude. Good and bad employee attitude is influenced by organizational culture because the values and norms contained in it can be used to direct employee attitude and behaviour. A good organizational culture enhances the ownership and commitment of organizational members to their organization and working groups (Robbins and Judge, 2011). According to Robbins and Judge (2012), the indicator of organizational culture involves four dimensions; these are: 1) individual initiative; 2) briefing; 3) integration; and 4) control.

Based on the above discussion, the research hypothesis can be formulated as follows:

H1: competence affects Employee commitment

H2: organizational culture affects employee commitment

**2. Method**

In this research, the following three variables were measured along with the relevant indicators:

- 1) commitment: 1) Affective Commitment: a1) I would love to spend the rest of my career in this organization; a2) I really feel as if the problem in this organization is my problem; 2) Continuance Commitment: a3) Now staying in the employ of an organization is a necessary thing, as I see fit; a4) It is very hard for me to leave this organization; 3) Normative Commitment: a5) I feel no obligation to leave my current boss; a6) I feel it's not right to

- leave my organization right now, even if it's profitable;
- 2) competency indicators consisting of: B1) Character / traits / traits innate; b2) Motive; b3) Self Concept; b4) Knowledge; b5) Skills;
- 3) organizational culture, that are: 1) Individual Initiative: c1) Freedom of opinion and c2) Ideas; 2) Briefing: c3) Orientation; c4) Integration Commands; 3) Integration: c5) Integration of objectives; c6) Integration of activities; 4) Control: c7) Preliminary supervision, and c8) Working supervision.

The type of research used is that of verification research using multiple linear regression analysis, by SPSS software. This research was conducted in General Hospital Tgk Chik Ditiro located in Pidie District, and the hospital's employees constitute the research population. The proportionate stratified random sampling technique was chosen because it can represent heterogeneous and subpopulations levels. In stratified proportional random sampling, the sample is taken by considering the levels in the population. The random lottery method was used for selection; employee names were noted and selected randomly according to the desired sample. In this heterogeneous population, the sample was taken proportionately to obtain the number of samples capable of representing each subpopulation (Sekaran and Bougie, 2009).

The selected one hundred (considered as a large sample in line with Roscoe's (1975) guidelines as it is larger than 30 and less than 500) respondents from the hospital's staff were asked to consider questions related to the influence of competence and organizational culture.

Based on the results in table 1, it is found that all variables, measuring instruments or instruments used in the study have a value of correlation coefficient greater than the critical value  $r, \alpha = 5\%$  of 0.195. This means that all research instruments have significant internal consistency validity in measuring the measured aspect. All obtained data is therefore valid and can be used for this research.

**3. Results**

**Table 1.** Validity Test Result

Questionnaire Item	Variable	Correlation Coefficient	Critical Value (N=100)	Remark
a1	Y = Commitment	0.678	0.195	Valid
a2		0.728	0.195	Valid
a3		0.628	0.195	Valid
a4		0.675	0.195	Valid
a5		0.657	0.195	Valid
a6		0.532	0.195	Valid
b1	X1 = Competence	0.719	0.195	Valid
b2		0.726	0.195	Valid
b3		0.688	0.195	Valid
b4		0.772	0.195	Valid
b5		0.704	0.195	Valid
c1	X2 = Organizational Culture	0.724	0.195	Valid
c2		0.678	0.195	Valid
c3		0.742	0.195	Valid

c4	0.718	0.195	Valid
c5	0.706	0.195	Valid
c6	0.534	0.195	Valid
c7	0.568	0.195	Valid
c8	0.502	0.195	Valid

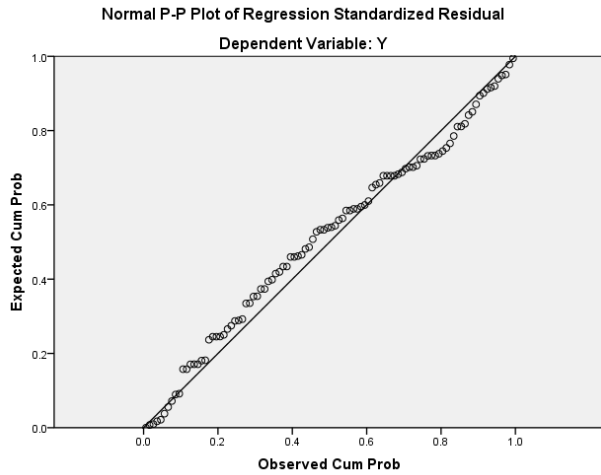
Source: primary data, 2018 (processed)

**Table 2.** Reliability Test Result

No.	Variable	Mean	Number of Indicator	Cronbach Alpha	Remark
1.	Commitment (Y)	3.9133	6	0.723	Reliable
2.	Competence (X1)	3.9060	5	0.778	Reliable
3.	Organizational Culture (X2)	4.1075	8	0.812	Reliable

Source: Primary Data, 2018 (processed).

Based on the results in table 2, the reliability of each variable used in this study can be explained; for the variable of commitment (Y), the value of Cronbach alpha is 72.3%, the competence variable (X1) is 77.3%, and the organizational culture variable (X2) is 81.2%.



**Figure 1.** Normality Test

Based on the normality test, figure 1 above shows the standardized residual distribution in the range of the

**Table 4.** Regression Result

Variable	Unstandardized Coefficient B	Standardized Coefficient Beta	Standard of Error	T <sub>count</sub>	t <sub>table</sub>	Sig.
Constant	0.996	-	0.335	2.663	1.984	0.002
Competence	0.498	0.502	0.066	4.854	1.984	0.000
Organizational Culture	0.623	0.641	0.079	7.898	1.984	0.000
Correlation Coefficient (R) = 0.798 (a) Determination Coefficient (R <sup>2</sup> ) = 0.588 Adjusted (R <sup>2</sup> ) = 0.577				a. Predictor variable: competency on organization culture b. Dependent Variable: Commitment		

Source: Primary Data, 2018 (processed).

This also agrees with Syahrums, Brahmasari and Nugroho's (2016) study of significant test results, indicating that competence significantly affects organizational commitment, which means that an increase in employee competence will have a real effect on the increase within the scope of commitment of the Makassar Government. The results of research conducted showed that competence has a positive and

diagonal line. The spread of existing data to all parts of the curve can also be seen, so it can be concluded that the data has a normal distribution.

**Table 3.** Multicollinearity Test

Independent Variable	Collinearity Statistics		Remark
	Tolerance	VIF	
Competence	0,802	1,248	No multicollinearity
Organizational Culture	0,802	1,248	No multicollinearity

Source: Primary Data, 2018 (processed).

The results of the multicollinearity test presented in table 3 shows that all independent variables VIF < 10 and tolerance > 0.10. It can therefore be concluded that the independent variables consisting of competence and organizational culture are free from multicollinearity issues.

Table 4 reveals that for the competence variable, the t<sub>count</sub> of 4.854 is greater than t<sub>table</sub> of 1.984, with the significant value at 0.000, smaller than the level of confidence of 0.05. Thus, the t test results state that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. This means that the partial competence variables significantly influence commitment.

The results are in line with Lotunani et al. (2014), which found that competence has a significant influence on civil servant commitment (Study on Designing Work Plans in Kendari City Government, Southeast Sulawesi). According to Faruya et al. (2007), human resource policies in the company affect the repositioning of employees globally, where the influence of skills/personal transferred skills will affect the commitment in the division of labour.

significant influence on the scope of organizational commitment to Makassar City Government.

For the organizational culture variable, it's observable that with t<sub>count</sub> = 7.898 and t<sub>table</sub> = 1.984, t<sub>count</sub> > t<sub>table</sub>, while the significant value of 0.000 is less than the 0.05 confidence level. Thus, the t test results state that H<sub>0</sub> is rejected and is H<sub>a</sub> accepted. This means that the

organizational culture variables partially effects commitment.

These results are in line with findings of Patulak et al. (2013); that organizational culture has a positive and significant effect on organizational commitment (Study on Irrigation Area Management in Southeast Sulawesi). Then, also in line with Syahrums, Brahmasari and Nugroho (2016), organizational culture has a positive (significant) effect on organizational commitment within the scope of Makassar City Government.

The results also agree with McKinnon et al.'s (2003) research, and the findings of Patulak et al. (2013), extending the strong positive relationship between organizational culture (i.e. respect for others, innovation, stability and aggressiveness) with employee response (i.e. organizational commitment, job satisfaction, tendency to remain within the organization and share information). This shows the importance of the influence of organizational culture on the condition of the employee (outcome).

Based on the regression results table obtained by data processing using the SPSS 18.0 software as shown in the table above, the multiple regression equation is:

$$Y = 0.502 X_1 + 0.641 X_2 + e$$

From this equation several things can be concluded:

1. The regression coefficient effect of 0.502 competence (X1) means that any gains in competence variable (X1) by 1 unit will raise the commitment (Y) about 0.502 or 50.2% assuming all other independent variables are constant. This suggests a positive or unidirectional relationship between the competence and the commitment variables.
2. The regression coefficient influence of organizational culture (X2) is 0.641, which means that any gains in organizational culture variable by 1 unit raises the commitment (Y) about 0.641 or 64.1%. Thus, there is a positive or unidirectional relationship between the organizational culture and the commitment variables.

The table also shows the correlation coefficient (R) is about 0.798, and an obtained determination coefficient (R<sup>2</sup>) of 0.588. The adjusted R<sup>2</sup> value is 0.577 with the standard error of estimate of 0.31136. It means that the independent variables have influenced the dependent variable as much as 79.8%. The remaining 20.2% can be influenced by other variables that are not in this research.

**Table 5.** ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.956	2	4.478	46.191	.000 <sup>a</sup>
	Residual	9.404	97	.097		
	Total	18.360	99			

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

From the ANOVA in the table 5, the obtained F<sub>count</sub> = 46.191 value is greater than the F<sub>table</sub> = 3.23 value, while the obtained significant value of 0.000 is smaller than the level of confidence of 0.05. This means that the competence and organizational culture variables simultaneously affect commitment.

#### 4. Conclusion

The result shows that H1 and H2 are accepted, so competence and organizational culture significantly influences commitment, both partially and simultaneously in the General Hospital Tgk Chik Ditiro. This academic finding strengthens previous theories,

indeed upgrades those under new premise, based on a new object and time. The study's limitation arises from it use of only three variables and focuses only on one object. In light of further research actions, this can be expanded to the larger area, undertaken on another object, and/or add other variables to build a new research model. For practical application, this study's findings informs management that addressing improvement of employee competence and organizational culture can increase employee commitment to work.

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