

## INFLUENCE OF MOTIVATION AND CULTURE ON ORGANIZATIONAL COMMITMENT AND PERFORMANCE OF EMPLOYEE OF MEDICAL SERVICES

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### ABSTRACT

*Many variables must be considered in performance of employee in hospital. The aim of this study is to test and analyze the influence of motivation and organizational culture on organizational commitment and performance of employee of medical service at IbnuSina Hospital of Gresik Regency. The number of samples are 175 respondents, consisted of medical and paramedical personnel (doctors, midwives and nurses) at IbnuSina Hospital of Gresik Regency. Structure equation modeling with the program analysis of moment structure is applied in this research. The relationship among the variables in this study generates five hypotheses. The relationship among the variables of organizational culture with organizational commitment variable is having the greatest level of significance, while the relationship between motivational variables with the variable performance of employees is having the smallest level of significance. Motivational variables, organizational culture, organizational commitment and employee performance are grabbed in a unity of integrated model. The results of this study is expected to be used as a basis for further research, particularly related to motivation, organizational culture, organizational commitment and employee performance*

*Keywords: Motivation, Organizational Culture, Organizational Commitment, Employee Performance.*

### INTRODUCTION

Empirically, health care is one of the basic needs of people. By fulfilling the needs of health services, it is expected to increase society's expectations to be able to live a better life. To achieve this, health services will indirectly increase toward specific services and service oriented community satisfaction. Although health care is still a complex issue, but efforts to resolve it is always followed by the costs that must be provided, especially with the increasing socio-economic conditions, education and public knowledge about health. The existence of the Hospital is required by the community to meet health needs. With increasing knowledge and socio-economic conditions, the Hospital is required to continue to develop the quality of health care. Similarly, the RS Gresik on July 31, 2008 changed its name to the IbnuSina Hospital of Gresik Regency, always striving to meet and improve health services for the community. One effort is to prepare medical and paramedical personnel that are reliable, as the main resources for the Hospital, so that the necessary medical personnel and paramedical professionals, with good performance, which could have pinned their hopes for the community health services. There are many studies examined the antecedents of the performance of employees within the company. Some studies mentioned important antecedents of performance, motivation, organizational culture, and organizational commitment.

In order to achieve the optimal form of care for people with seeing limitations in reviewing all the problems, this study only analyzes the problems at IbnuSina Hospital organization in terms of Gresik Regency, motivation, organizational culture, organizational commitment and the performance of

employees. For that purpose we need to do research with the title: "Influence, Motivation and Organizational Culture on Organizational Commitment and Employee Performance of Medical Services at IbnuSina Hospital of Gresik Regency."

This study aims to prove and analyze the influence of motivation and organizational culture on organizational commitment and employee performance of medical services at IbnuSina Hospital of Gresik Regency.

**MATERIALS AND METHODS**

This study used a hypothesis based on the study of theoretical and empirical studies as a research study. Paradigm used is a quantitative approach that uses inductive, deductive and emphasize on testing theories and previous research by measuring the research variables using the numbers and perform data analysis with statistic procedures.

This study was designed as an explanatory research, and is used to assess the influence of motivation, and organizational culture on organizational commitment and employee performance. A systematic study that indicated on the provision of information, to solve problems. This study is a research causal / explanatory, where the study was conducted to identify the relationships of cause and effect relationships among the variables in the research problem, research issues have been clearly identified (Zigmand, 1997). This means that the relationship between variables will be used as a solution to solve existing problems. Based on the above description, it can be prepared a conceptual framework in Figure 1 :

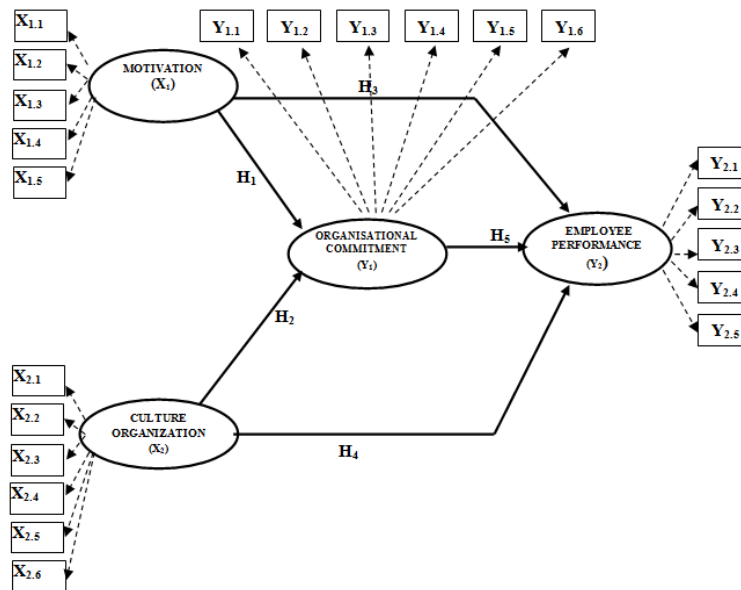


Figure 1. Conceptual framework

- X<sub>1</sub> : Motivation
- X<sub>1.1</sub> : Physiologic needs
- X<sub>1.2</sub> : Safety needs
- X<sub>1.3</sub> : Social needs
- X<sub>1.4</sub> : Reward needs
- X<sub>1.5</sub> : Self Actualization needs

- Y<sub>1</sub> : Organizational Commitment
- Y<sub>1.1</sub> : Purposes internalization
- Y<sub>1.2</sub> : Showing Loyalty
- Y<sub>1.3</sub> : Discipline
- Y<sub>1.4</sub> : Create good relationship
- Y<sub>1.5</sub> : response to organization’s decision
- Y<sub>1.6</sub> : willing to support partners/organization

X<sub>2</sub> : Organizational culture

Y<sub>2</sub> : Employee performance

- X<sub>2.1</sub> : Innovation
- X<sub>2.2</sub> : Details
- X<sub>2.3</sub> : Result orientation
- X<sub>2.4</sub> : Personal orientation
- X<sub>2.5</sub> : Team orientation
- X<sub>2.6</sub> : Determination
- Y<sub>2.1</sub> : Quantity of work
- Y<sub>2.2</sub> : Quality of work
- Y<sub>2.3</sub> : Job knowledge
- Y<sub>2.4</sub> : Cooperative
- Y<sub>2.5</sub> : Personal Qualities

This study was designed to determine the effect of motivation and organizational culture on organizational commitment and employee performance. Medical and paramedical personnel (doctors, midwives and nurses) at IbnuSina Hospital of Gresik Regency are the objects of research. For more details see Table 1 :

Table 1. List of medical and paramedics personnel of IbnuSina Hospital, Gresik 2010

| NO | Personnel | Struc. | IGD | IBS | IRJ | IRM | IRNA | ICU | IKF | SMF | Total |
|----|-----------|--------|-----|-----|-----|-----|------|-----|-----|-----|-------|
| 1  | Doctor    | 4      | 3   |     |     |     |      |     |     | 48  | 55    |
| 2  | Midwife   | -      | 4   | 1   | 5   |     | 16   | 1   |     |     | 27    |
| 3  | Nurse     | 6      | 15  | 32  | 28  | 4   | 120  | 30  | 3   |     | 238   |
|    |           |        |     |     |     |     |      |     |     |     | 320   |

Sources: IbnuSina Hospital of Gresik Regency Year 2010

The sampling method of this research is *stratified proportional random sampling* which is using prosentage that was adjusted due to its level. Samples consisted of 175 of 320 persons or 55% of all medic and paramedic personnel, taken from each health services unit. For more details see Table 2 below :

Table 2. Sampling of medical and paramedics personnal of ibnu Sina hospital, Gresik, 2010

| No | Personnel | Total | Sample = $\sum$ employees per unit x 175 / 320 |     |     |     |     |      |     |     |     | Total |
|----|-----------|-------|--|-----|-----|-----|-----|------|-----|-----|-----|-------|
|    |           |       | STRUK  | IGD | IBS | IRJ | IRM | IRNA | ICU | IKF | SMF |       |
| 1  | Doctor    | 55    | 2  | 2   |     |     |     |      |     |     |     | 30    |
| 2  | Midwife   | 27    |  | 2   | 1   | 3   |     | 10   |     |     |     | 16    |
| 3  | Nurse     | 238   | 3  | 8   | 18  | 15  | 2   | 65   | 16  | 2   |     | 129   |
|    |           | 320   | Amount of samples                              |     |     |     |     |      |     |     |     | 175   |

- Struck : Structural
- IGD : Emergency Installation
- IBS : Central Surgery Installation
- IRJ : Outpatient Clinic
- IRM : Medical Rehab
- IRNA : Inpatient Installation
- ICU : Intensive Care Unit
- IKF : Forensic
- SMF : Functional Medical Staff

Measurements for each variable of research conducted in the form of scoring according to the Likert scale. Likert scale in this study using 5 numbers. Number 1 indicates the lowest number and the

number 5 indicates the highest number, namely: points (1) Strongly Disagree (STS) to points (5) very Agree (SS). The study used research instruments to implement the Structural Equation Modeling (SEM). In the SEM has the ability to see the effect directly or indirectly, the influence of independent variables on the dependent variable. The size of the effect that occurs in a particular pathway will be apparent from the results of the calculation method of SEM.

## RESULTS

The theoretical model on the conceptual framework of the study, said to be fit if it is supported by empirical data. The results of Goodness-of-fit test overall model is to determine whether the specified model is supported by empirical data. This phenomenon will be available on a comparison between the cut-off value by producing a model consistent with the provisions or the applicable criteria. The results of SEM analysis of the initial stages are complete can be explained and seen in Table 3 :

Table 3. Model test results

| Criteria                 | Value Cut – Off | The Calculation | Specification                          |
|--------------------------|-----------------|-----------------|--|
| Chi – Square             | Expected        | 301,391         | $\chi^2$ with df = 265 is 303.970 good |
| Significance Probability | $\geq 0,05$     | 0,052           | Good                                   |
| RMSEA                    | $\leq 0,08$     | 0,073           | Good                                   |
| GFI                      | $\geq 0,90$     | 0,916           | Good                                   |
| AGFI                     | $\geq 0,90$     | 0,908           | Good                                   |
| CMIN/DF                  | $\leq 2,00$     | 1,137           | Good                                   |
| TLI                      | $\geq 0,95$     | 0,956           | Good                                   |
| CFI                      | $\geq 0,95$     | 0,963           | Good                                   |

From Table 3, we can see that 8 (eight) criteria used to assess whether a model is feasible or not was declared good. In other words, the model is acceptable, which means there is a match between the model with data. Hypothesis test results can be seen from the path coefficients with p value at 0.05 significant level. As Table 4 shows:

Table 4. Structural equation model test of hypothesis

| No. | Hypothesis  | coefficient | C R   | p-value | Description  |
|-----|---|-------------|-------|---------|--------------|
| 1   | Motivation (X1) on Organizational Commitment (Y <sub>1</sub> )  | 0,179       | 1,979 | 0,048   | Significance |
| 2   | Cultural Organization (X2) on Organizational Commitment (Y1)    | 0,430       | 3,809 | 0,000   | Significance |
| 3   | Motivation (X1) on Employee Performance (Y2)                    | 0,171       | 2,271 | 0,023   | Significance |
| 4   | Cultural Organization (X2) of the Employee Performance (Y2)     | 0,330       | 3,390 | 0,000   | Significance |
| 5   | Organizational Commitment (Y1) of the Employee Performance (Y2) | 0,402       | 3,386 | 0,000   | Significance |

Based on Table 4 above, it can be described the relationship between each variable by using the path coefficients (Attachment: 6). Path coefficients on each of the relationship between the variables are as follows

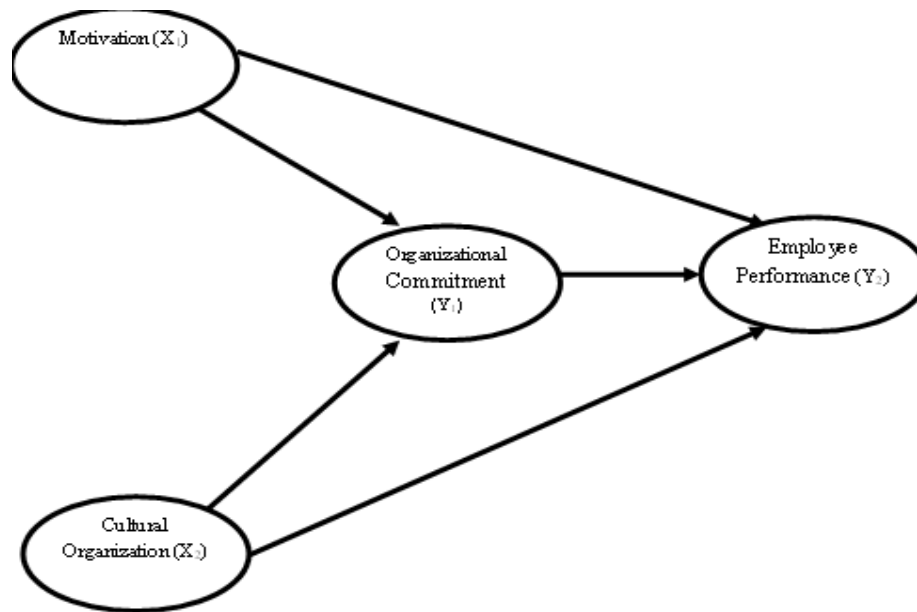


Figure 2. Line diagram of hypothesis testing results

Hypothesis testing results as follows. Hypothesis 1, Motivation (X<sub>1</sub>) has significant effect on organizational commitment (Y<sub>1</sub>). The coefficient of 0.179 with  $p(v) = 0.048$  indicates that motivation significantly influence the organizational commitment to the direction of a positive relationship. Hypothesis 2, Cultural Organization (X<sub>2</sub>) has significant effect on organizational commitment (Y<sub>1</sub>). The coefficient of 0.430 with  $p(v) = 0.000$  indicates that organizational culture significantly influence the organizational commitment to the direction of a positive relationship. Hypothesis 3, Motivation (X<sub>1</sub>) significantly influence the performance of employees (Y<sub>2</sub>). The coefficient of 0.171 with  $p(v) = 0.023$  indicates that motivation significantly influence the performance of employees with the direction of a positive relationship. Hypothesis 4, Cultural organization (X<sub>2</sub>) significantly influence the performance of employees (Y<sub>2</sub>). The coefficient of 0.330 with  $p(v) = 0.000$  indicates that organizational culture significantly influence the performance of employees with the direction of a positive relationship. Hypothesis 5, Organizational commitment (Y<sub>1</sub>) significantly influence the performance of employees (Y<sub>2</sub>). The coefficient of 0.402 with  $p(v) = 0.000$  indicates that organizational commitment significantly influence the performance of employees with the direction of a positive relationship.

## DISCUSSION

The influence of Motivation (X<sub>1</sub>) to the Organizational Commitment (Y<sub>1</sub>) is proved to be correct or acceptable with positive path coefficient of 0.179 ( $p=0.048$ ). Theoretically, it means that the influence of motivation on organizational commitment is directional. If the motivation of medical and paramedical personnel is applied better by IbnuSina Hospital of Gresik Regency, then the IbnuSina Hospital organizational commitment will increase, vice versa. This first hypothesis supported by De Jong (1999) who examined the importance of motivation on organizational commitment. De Jong (1999) studied the importance between intrinsic motivation and extrinsic motivation. Intrinsic motivation is defined as motivation to work because of individual's bonds to work and the outcome

that will satisfy the employees themselves. Extrinsic motivation is defined as motivation to achieve something different from the work itself, ie. reward and recognition. Devi (2009) research results indicate that job satisfaction have a significant positive effect on organizational commitment. This means that job satisfaction in the form of motivational changes in conditions will have an influence on organizational commitment, thus supporting the relationship between the variables of motivation and organizational commitment.

Effect of Organizational Culture (X2) to the organizational commitment (Y1) with the coefficient 0.430 ( $p < 0.05$ ). Path coefficient is positive, it means that organizational culture theoretically influence organizational commitment. Sully (2008) in his study of models of organizational commitment in Multi-National Corporation that results HRM affects organizational culture and employee commitment directly and indirectly influenced also by the top management team orientations. Agung (2009) declared the results of his research that there is a direct significant relationship between organizational culture and organizational commitment, meaning that organizational culture has a significant influence on organizational commitment. Bednar and Page (2005) research on organizational culture that influence the individual reactions within the organization and ultimately affect the organization's activities. Bednar and Page (2005) concluded that research results are positive relationships and influence its direction significantly between the leadership and commitment of medical specialists in the CPC-Abidin Zainole RSUZA Doctors in Banda Aceh.

The analysis of Motivation (X1) influence to Employee Performance (Y2) resulting coefficient of 0.171 ( $p < 0.05$ ). Theoretically it means that the influence of motivation on employee performance is unidirectional. Orpen (2001) stated that motivation have different roles in influencing employee performance. This effect is moderated by personal control. On employees who have high motivation, if the employee has a high personal control is the high motivation will further improve the performance of the employee. Beal and Stevens (2007) showed that students in the Amtersdamhad been motivated to finish his schoolwork over the internet which is considered as an efficient strategy. The results of this study indicate that female students' performance is lower when compared with the performance of male students. Beal and Steven (2007) research results is an employee with high motivation will have a spirit in the work that will improve its performance. Merwe (2008) research results is the motivation to have a significant influence on employee performance.

Effect of Organizational Culture (X 2) against employee performance (Y2) with the coefficient 0.330 ( $p < 0.05$ ). Theoretically, organizational culture influence on employee performance is unidirectional. Hang-Yue (2008) states that there is a relationship between organizational culture with employee performance. Organizational culture can improve employee performance through improved employee morale and motivate, unite and form the same expectations as well as directing the employee's behavior. Cynthia (2009) stated that organizational culture is one such factor that has received much attention in organizational behavior. Biantoro (2002), states that a strong organizational culture can improve the performance of an organization's employees. This means that organizational culture has a significant influence on employee performance. Setyorini (2006) claimed being a leader in an organization has a very important role especially in the situation occurred is role ambiguity. The function of leadership is not just a guiding and directing subordinates, but the important thing is how leaders are able to provide a vision and a clear mission or direction of where the organization will be taken. Soedjono (2005) reported a relationship between corporate culture with organizational performance can be explained in a model of organizational culture diagnosis. It turns out that the better the quality of the factors contained in the organizational culture, the better the performance of the organization.

The influence of organizational commitment (Y<sub>1</sub>) to employee performance (Y<sub>2</sub>) with coefficient 0,402 ( $p < 0,05$ ). It means if the organizational commitment is improved, the employee's performance will also be improved. Burton (2002) stated the same hypothesis, also it will reduce Darwito (2008) research showed that leadership styles give positive influence in work satisfaction. Work satisfaction improved employee performance. Leadership style give positive influence towards organizational commitment. Therefore, organizational commitment may influence positively employee performance.

## CONCLUSION

Based on the results of five hypotheses test, the second hypothesis. The organizational culture (X2) towards organizational commitment (Y1) gives the greatest level of significance of 0.430 ( $p < 0.05$ ). Meanwhile, the third hypothesis of motivational (X1) towards employee performance (Y2) gives the smallest level of significance of 0.171 ( $p < 0.05$ ). The results of this study indicate the existence of direct and indirect influences of variables of motivation and organizational culture on organizational commitment and employee performance. These three latent variables can directly affect the performance of employees and can also indirectly through intervening endogenous variables affect the performance of employees. These results indicate that organizational commitment is an important instrument of the variables, motivation, organizational culture to measure the performance of employees. The results of this study combine or integrate all variables: motivation with organizational commitment variables; organizational culture variables with organizational commitment; motivational variables to the performance; organizational culture with performance; and organizational commitment to performance variable. All of these studies are integrated into an unity of a whole model (Integrative Model).

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