

Review Article

The Determinant of Employee Organizational Commitment on Implementation of Community Health Center Reaccreditation in Ternate City

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Abstract: Achieving organizational goals requires employee organizational commitment, one of which is in the implementation of health center reaccreditation. This study aims to analyze the effect of self-efficacy, job stress and job satisfaction on employee organizational commitment to the implementation of reaccreditation of health centers in Ternate City. The design of this study was a cross sectional study. The total sample of 194 employees from three health centers who carried out the reaccreditation of community health centers (Puskemas) included the Jambula, Kalumata, and City Puskemas. Sampling is done by purposive sampling. Data was collected using questionnaire techniques. Bivariate analysis using chi-square, while multivariate analysis using multiple logistic regression. The results of bivariate analysis showed that self-efficacy had an effect on organizational commitment, job stress had an effect on organizational commitment, and job satisfaction had an effect on organizational commitment while multivariate analysis showed that self-efficacy and job satisfaction had an effect on organizational commitment together. The conclusion of this study is that there are effects of self-efficacy, job satisfaction and job stress on employee organizational commitment. It is recommended to the head of the health center to try to improve employee job satisfaction.

Keywords: self-efficacy, job stress, job satisfaction, organizational commitment, employees.

INTRODUCTION

Accreditation of community health centers (Puskemas) is an external assessment process by the accreditation commission on Puskemas to assess whether the quality management system and service delivery system are in accordance with the standards set. Periodic health centers must be accredited, at least every three years (Ministry of Health, 2014).

Data from the first level facility accreditation commission, up to 2018, the number of health centers that have been accredited throughout Indonesia is 4,543 out of 9,825 health centers. For North Maluku Province, the number of health centers that have been accredited until 2018 is 19 out of 130 Puskemas. Whereas in Ternate city, up to 2018, there were six accredited health centers out of eleven health centers. (Kota Ternate Health Office, 2019)

To achieve an accredited status, each Puskemas must pass six stages before the accreditation assessment stage. The stages are workshops, workshops on understanding accreditation standards, self-assessment, document preparation, implementation, and pre-survey assessment. In the workshop phase, commitment was held. This stage is the most important part before starting the other stages, because the implementation of accreditation requires a great effort and by it requires a large commitment. (Ministry of Health, 2014)

Recognizing the importance of commitment in achieving organizational goals, every organization must strive to increase the commitment of its employees. For this purpose, various efforts can be made by the organization, including increasing job satisfaction. Job satisfaction has a strong positive influence on organizational commitment. A person with high job satisfaction tends to have high organizational commitment (Colquitt *et al.*, 2015).

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In addition to job satisfaction, other factors that must be considered are job stress. LePine states that stress has a strong negative relationship to organizational commitment (Colquitt *et al.*, 2015). Someone with a high level of stress tends to have low organizational commitment. In addition to influencing organizational commitment, job stress also negatively affects job satisfaction, such as the results of Law's research (Law *et al.*, 2015).

Another thing that is not less important in the effort to achieve organizational goals is how to explore the potential of employees, so that they can obtain job satisfaction. To explore this potential, leaders must pay attention to the self-efficacy of employees. Bandura argues that someone who has high self-efficacy is goal oriented and is driven by the desire to succeed, while someone with low self-efficacy is concerned about the problem at hand so he is unable to do a good job. (Gibson *et al.*, 2011)

According to previous research, it was suggested that job satisfaction is positively and significantly related to commitment, self-efficacy related to job satisfaction, and if the effect of self-efficacy and job satisfaction is combined, then get significant results on commitment. (Adebomi *et al.*, 2012)

At present, there have been many studies that raise the topic of organizational commitment, job satisfaction, job stress, and self-efficacy. However, there are still few studies that look at the relationship between the four variables, and there are not many studies that assess organizational commitment specifically in the implementation of health center reaccreditation. Thus, a study is needed to determine the relationship between the four variables. This study wanted to analyze the influence of self-efficacy, job stress, and job satisfaction on employee organizational commitment.

METHODOLOGY

Research Design

The type of research used is a cross sectional study. This research was conducted in three accredited health centers, namely Jambula Health Center, Kalumata Health Center, and City Health Center. Jambula Community Health Center was chosen to represent a middle-accredited care health center, Kalumata Community Health Center was chosen to represent a middle-accredited non-care health center, while the City Health Center was chosen to represent a basic accredited non-care health center.

Population and Samples

The population is all employees who work in six Puskesmas in Ternate City who will carry out reaccreditation, totaling 415 people. A sample of 194 people selected by purposive sampling who had met the criteria of working in three selected health centers, had been involved in accreditation of Puskesmas, and not as heads of Puskesmas. From the Jambula Community Health Center there were 56 people, Kalumata Community Health Center as many as 67 people, and City Health Centers as many as 71 people.

Data Collection

Data was collected using questionnaire techniques. Every employee who fulfills the criteria as a sample is asked to fill out a questionnaire that contains statements about self-efficacy, work stress, job satisfaction, and organizational commitment. All variables are measured by a 6-point Likert scale, that is, strongly disagree, disagree, somewhat disagree, somewhat agree, agree, and strongly agree.

Data Analysis

To determine the influence of the independent variables (self-efficacy, work stress, and job satisfaction) with the dependent variable (organizational commitment) partially, using the chi-square test. While multivariate analysis using multiple logistic regression tests.

RESULTS

Table 1. Characteristics of Respondents in Ternate City

Characteristics of Respondents	Frequency (n)	Percentage (%)
Gender		
Male	17	8,8
Female	177	91,2
Age (years)		
21-30	55	28,4
31-40	80	41,2
41-50	44	22,7
> 50	15	7,7
Education		
Graduated from junior high school	1	0,5
Graduated from high school	17	8,8
D III	116	59,8
D IV / S1	56	28,9
S2	4	2,1
Work Duration (years)		
≤ 5	53	27,3
6-10	65	33,5
11-20	52	26,8
> 20	24	12,4
Employment status		
State Civil Apparatus (ASN)	135	69,6
Temporary employees (PTT)	51	26,3
Volunteer	8	4,1

Source: Primary Data, 2019

Table 1 shows the characteristics of the respondents of this study. The majority of respondents in this study were female (91.2%), with the highest age range in the range of 31-40 years (41.2%). D III education is

education with the largest distribution (59.8%). The highest distribution of working years of respondents is in the range of 6-10 years (33.5%), and the majority of respondents have employment status is ASN.

Table 2. The Effect of Self-Efficacy on Employee Organizational Commitments on the Implementation of Health Center Reaccreditation in Ternate City

Self-Efficacy	Organizational Commitment				Total		χ^2 (p-value)
	High		Low		N	%	
	n	%	n	%			
High	84	74,3	29	25,7	113	100,0	34,475 (0,000)
Low	25	30,9	56	69,1	81	100,0	
Total	109	56,2	85	43,8	194	100,0	

Table 2 shows that out of 113 respondents who have high self-efficacy, 74.3% of them have high organizational commitment. Based on the results of hypothesis testing using Chi-Square obtained p-value

(0,000) < α (0.05), this means that there is an effect of self-efficacy on employee organizational commitment in the implementation of health center reaccreditation.

Table 3. Effects of Job Stress on Employee Organizational Commitments on the Implementation of Community Health Center Reaccreditation in Ternate City

Job Stress	Organizational Commitment				Total		χ^2 (p-value)
	High		Low		N	%	
	n	%	n	%			
Low	67	68,4	31	31,6	98	100,0	10,959 (0,001)
High	42	43,8	54	56,3	96	100,0	
Total	109	56,2	85	43,8	194	100,0	

Table 3 shows that of the 98 respondents with low job stress, 68.4% of them had high organizational commitment. Based on the results of hypothesis testing using Chi-Square obtained p-value (0.001) < α (0.05),

this means that there is an influence of job stress on employee organizational commitment in the implementation of health center reaccreditation.

Table 4. The Influence of Job Satisfaction on Employee Organizational Commitments in the Implementation of Health Center Reaccreditation in Ternate City

Job Satisfaction	Organizational Commitment				Total		χ^2 (p-value)
	High		Low		N	%	
	n	%	n	%			
High	79	78,2	22	21,8	101	100,0	39,699 (0,000)
Low	30	32,3	63	67,7	93	100,0	
Total	109	56,2	85	43,8	194	100,0	

Table 4 shows that of the 101 respondents with high job satisfaction, 78.2% of them had high organizational commitment. Based on the results of hypothesis testing using Chi-Square obtained p-value (0,000) < α (0,05),

this means that there is an influence of job satisfaction on employee organizational commitment in the implementation of health center reaccreditation.

Table 5. Multivariate Analysis of Determinants of Employee Organizational Commitments in the Implementation of Health Center Reaccreditation in Ternate City

Variable	B	Sig.	Exp (B)
Self-Efficacy	1,496	0,000	4,462
Job satisfaction	1,691	0,000	5,424
Constant	-4,947	0,000	0,007

In the multivariate analysis phase, the variables that qualify for entry into the model are self-efficacy and job satisfaction. Table 5 shows the results of multivariate analysis, where self-efficacy and job satisfaction simultaneously influence organizational commitment.

results of this study are in line with previous research (Churiyah, 2007; Karambut, 2012; Nasution, 2017; Abdelmoteleb, 2018) which states that there is an influence of job stress on organizational commitment.

DISCUSSION

This study found that there was an effect of self-efficacy, job stress, and job satisfaction on organizational commitment. The results of the study on the effect of self-efficacy on organizational commitment, obtained p-value of 0,000, this indicates that there is an effect of self-efficacy on employee organizational commitment. These results mean that the higher an employee's confidence in his ability to finish the job well, the lower his desire to move to another organization, and the higher the level of organizational commitment. High self-efficacy employees feel that they can contribute to the organization and feel confident that what is done will get support from their colleagues and superiors. The results of this study are in line with previous research (Akhtar *et al.*, 2013; Subagyo, 2014; Yulan *et al.*, 2017) who found that there was a positive effect of self-efficacy on organizational commitment.

The results of the study on the effect of job satisfaction on organizational commitment found a p-value of 0,000, indicating that there was an influence of job satisfaction on organizational commitment. This means that the higher the level of job satisfaction of an employee, the higher the commitment of the organization. Employees with high levels of job satisfaction will like their jobs and will have an impact on their desire to maintain their membership in the organization. The results of this study are in line with previous studies (Tania *et al.*, 2013; López-Cabarcos *et al.*, 2014; Law *et al.*, 2015; Akbar *et al.*, 2016; Rezaei, 2016; Saridakis *et al.*, 2018) which state that there is a positive and significant effect of job satisfaction towards employee organizational commitment.

The results of the study on the effect of job stress on organizational commitment found a p-value of 0,000. This shows that despite the influence of job stress on organizational commitment. These results mean that the lower the job stress of an employee, the higher the commitment of the organization. Employees with low job stress, will feel comfortable working in the organization and will have an impact on their desire to maintain their membership in the organization. The

The results of multivariate analysis show that self-efficacy and job satisfaction together influence organizational commitment. The results of testing the coefficient of determination obtained Nagelkerke R² value of 0.367, this means that self-efficacy and job satisfaction can explain organizational commitment by 36.7% while the rest is explained by other variables not examined. The results of this study are in accordance with the results of the Adebomi (2012) study which suggests that if the effect of self-efficacy and job satisfaction is combined, then get significant results on commitment.

CONCLUSION

Self-efficacy, job stress, and job satisfaction affect organizational commitment. Job satisfaction variables are variables with the greatest influence. Therefore, it is advisable for the leadership of the Puskesmas to make various efforts in increasing job satisfaction so that later it will have an impact on increasing organizational commitment.

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