

# Effects of organizational culture and Ability on Organizational Commitment and Performance in Ibnu Sina Hospital Gresik

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## EFFECTS OF ORGANIZATIONAL CULTURE AND ABILITY ON ORGANIZATIONAL COMMITMENT AND PERFORMANCE IN IBNU SINA HOSPITAL GRESIK

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### 1 ABSTRACT

*This study aims to examine and analyze the influence of organizational culture and ability on organizational commitment and performance of medical service employees at Ibnu Sina Hospital Gresik regency. The number of samples of this study was 175 respondents, consisting of employee medical services (doctors, midwives and nurses). The Structure Equation Modeling (SEM) with the program Analysis of Moment Structure (AMOS) applied in this paper. Five hypotheses were made from the relationships among analyzed variables as having significant relationships. The relationship of organizational culture and organizational commitment have the greatest significance level, while the relationship of ability and employee's performance have the weakest significance level. These studies conduct the organizational culture, ability, organizational commitment and performance in a single unity of the whole model (or integrative model). These results have good contribution to the management of human resources and practical management and also to be used as a basis for further research, especially regarding organizational culture, ability, organizational commitment and employee performance.*

1  
**Keywords:** *Organizational Culture, Ability, Organizational Commitment and Performance*

### INTRODUCTION

Empirically, health care is one of the basic needs of people which must be met. The requirement for health services is expected to increase society's expectations to be able to live a better quality. To achieve this, health care will 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 socioeconomic 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 socioeconomic conditions, the Hospital is required to continue to develop the quality of health care. Similarly, the Gresik Hospital changed its name to Ibnu Sina Hospital Gresik regency on July 31st 2008, always striving to meet and improve health services for the community. One effort is to prepare medical and paramedical staff that are reliable, as the main resources for the Hospital, so that the necessary medical personnel and paramedic professionals, with good performance, which could have pinned their hopes for the community health service. Many studies have examined the antecedents of the performance of employees within the company. Some studies mentioned the importance of antecedents of organizational culture of performance, ability, and organizational commitment.

In order to achieve the optimal form of care for people with seeing limitations in assessing all the issues, the assessment in this study only analyzes the problem at Ibnu Sina Hospital Gresik regency in terms of organizational culture and ability to organizational commitment and employee performance. For that purposes, we need to do research with the title "The effects of organizational culture and ability on organizational commitment and performance in Ibnu Sina Hospital Gresik." The purpose of this research is to prove and analyze the influence of organizational culture, organizational commitment and ability to employee performance in Ibnu Sina Hospital Gresik.

**MATERIALS AND METHODS**

This study was designed as an explanatory research, where the study was conducted to identify the relationships of causes and effects between the variables in the research problem, research problems which have been clearly identified (Zigmand, 1997: 39-41). This means that the relationship between variables will be used as a solution to resolve the existing problems. The population is the entire subject of the research or the total number of units of analysis which characteristics would supposedly (Solimun, 2002:168). Based on the research model is built, then the analysis used is a multivariate approach, with 5 variables and 25 indicators. Sample size to be used in this study were 175 medical and paramedical staff at IbnuSina Hospital Gresik regency. The sampling method of this research is stratified proportional random sampling which used percentage that was adjusted due to its level. Samples consisted of 175 from 320 personels (55%). Table 1 comprises the details of medical and paramedics in IbnuSina Hospital Gresik.

Table 1. Medical and Paramedics of IbnuSina Hospital Gresik

No.	Medical and Paramedics	Sample	Total
1	Doctor	30	55
2	Midwife	16	27
3	Nurse	129	238
TOTAL		175	320

Method of measurement data is a Likert Scale measurement. Likert scale used to measure attitudes, opinions and perceptions of a person or group of people about events or social phenomena. Alternative assessment in the measurement of these items consist of five alternative options that have very high levels to very low applied varies by category of questions. For example: Strongly Agree (score 5), Agree (score 4), Quite Agree (score 3), Less Agree (score 2), Very Poor Agree (score 1).

Operational definitions of variables from exogenous variables (independent variables) and endogenous variables (dependent variables) is in this study are as follows: [1] Organizational Culture (X1) is a set system of beliefs, values and norms developed role in the organization and is a foundation created by an agreement to cope with organizational problems. These variables are derived from the statement of operations of respondents from medical and paramedics (medical doctors, paramedics, midwives, nurses and paramedics IbnuSina Hospital Gresik regency); [2] Ability (X2) is the knowledge, skills, and attitudes that can enhance one's effectiveness in its work. These variables are derived from the statement of operations of respondents from medical and paramedics; [3] Organizational commitment (Y1) is a force that is relative and individual involvement in identifying himself in the organization or the degree of awareness of employees and contribution to organizational success. These variables are derived from the statement of operations of respondents from medical and paramedics; [4] Employee Performance (Y2) is the result of work that can be achieved by an employee or group of employees within an organization. These variables are derived from the statement of operations respondents IbnuSina Hospital Leadership Gresik regency. The conceptual framework used is as follows:

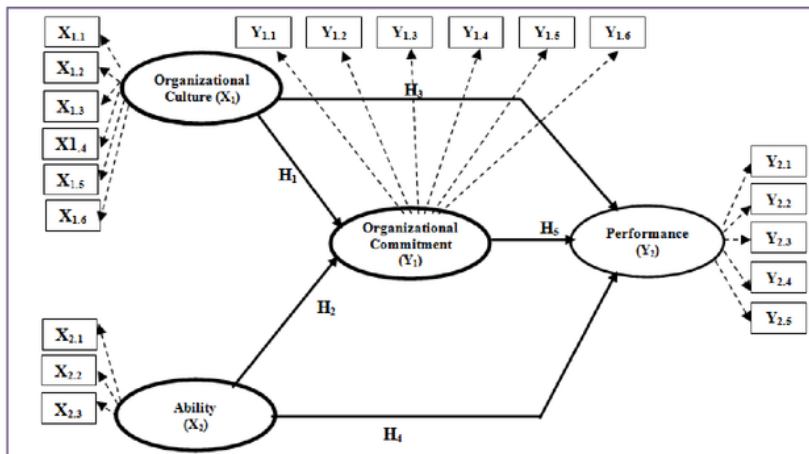


Figure 1. Conceptual Framework

Data analysis techniques used in this research study by applying Structural Equation Modeling (SEM). 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 methods of SEM.

## RESULTS

Hypothesis Tests is performed by looking the value of path coefficients and p-value at 0.05 significant level.

Table 2. Structural Equation Modeling of Hypothesis Tests

No.	Hypothesis	Coeff	CR	p-value	Note
1	Organizational Culture (X <sub>1</sub> ) to Organizational Commitment (Y <sub>1</sub> )	0.430	3.809	0.000	Significant
2	Ability (X <sub>2</sub> ) to Organizational Commitment (Y <sub>1</sub> )	0.320	3.139	0.002	Significant
3	Organizational Culture (X <sub>1</sub> ) to Performance (Y <sub>2</sub> )	0.330	3.390	0.000	Significant
4	Ability (X <sub>2</sub> ) to Performance (Y <sub>2</sub> )	0.197	2.305	0.021	Significant
5	Organizational Commitment(Y <sub>1</sub> ) to Performance (Y <sub>2</sub> )	0.402	3.386	0.000	Significant

Based on Table 2, the relationship between each variable can be described using the path coefficients. The coefficient of each lane on the relationship between the variables are as follows:

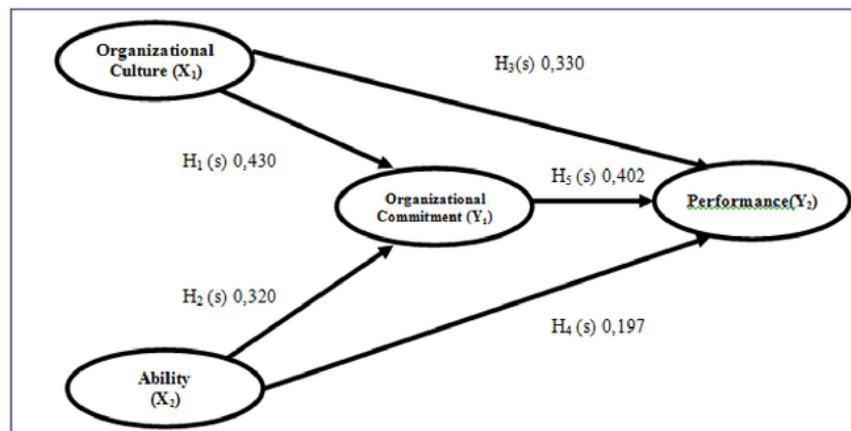


Figure 2. Line Diagram of Hypothesis Test

Hypothesis tests results are as follows: [Hypothesis 1] Organizational Culture (X<sub>1</sub>) have significant effect on Organizational Commitment (Y<sub>1</sub>). From this hypothesis test, the coefficient of 0.430 obtained with p=0.000 indicates that Organizational Culture significantly influence the Organizational Commitment with positive relationships. [Hypothesis 2] Ability (X<sub>2</sub>) significantly influence the Organizational Commitment (Y<sub>1</sub>). From this hypothesis test, the coefficients obtained for 0.320 and p=0.002 indicates that Ability significantly influence the Organizational Commitment to the direction of a positive relationship. [Hypothesis 3] Organizational Culture (X<sub>1</sub>) significantly effect Employee

Performance (Y2). From this hypothesis test, the coefficient of 0.330 obtained with  $p=0.000$  indicates that Organizational Culture significantly influence the Performance of employees with the direction of positive relationships. [Hypothesis 4] Ability (X2) significantly influence the Performance of employees (Y2). The coefficient of 0.197 obtained with  $p=0.021$  indicates that Ability significantly influence the Performance of employees with the direction of positive relationships. [Hypothesis 5] Organizational Commitment (Y1) significantly affects Employee Performance (Y2). From this hypothesis test, the coefficient of 0.402 obtained with  $p=0.000$  indicates that Organizational Commitment have a significant effect on Performance of employees with the direction of positive relationships.

## DISCUSSION

The effect of Organizational Culture (X1) on Organizational Commitment (Y1) is proved to be acceptable with the coefficient of 0.430 ( $p<0.05$ ). It means that the first hypothesis which stated organizational culture significantly influence organizational commitment of medical and paramedical personnel, proved to be correct or acceptable. Path coefficient is positive, it means that theoretically the relationship of organizational culture on organizational commitment is unidirectional. This gives the meaning of the medical and paramedical staff perceptions of organizational culture that is applied by IbnuSina Hospital Gresik regency is better, then the organizational commitment Gresik Regency Hospital of IbnuSina will increase. Conversely, if the medical and paramedical staff perceptions of organizational culture that is applied by IbnuSina Hospital Gresik Regency is getting bad (negative), then the organizational commitment of medical and paramedical personnel will be lower. Sully (2008), in his study of models of organizational comitment in Multi-National Corporation got the results that HRM affects organizational culture and employee commitment directly and indirectly, and influenced also by the top management team orientations. Especially the influence of the global top management team orientation and orientation gentic that uniquely contribute to employee commitment to the Multi National Corporation. The study of organizational culture is characterized by high adaptability and human resource management is characterized by a high-performance practices have a significant direct effect on employee commitment.

The effect of Ability (X2) on Organizational Commitment (Y1) is proved to be acceptable with the coefficient of 0.320 ( $p<0.05$ ). Second hypothesis which states that ability to significantly influence the organizational commitment of medical and paramedical IbnuSina Hospital Gresik regency, proved to be correct or acceptable. Path coefficient is positive, it means that the theoretical relationship of the ability to influence organizational commitment is unidirectional. This gives the meaning, if the medical and paramedical staff perceptions of the ability to be applied by IbnuSina Hospital Gresik regency better (positive), then the organizational commitment Gresik Regency Hospital of IbnuSina will increase. Conversely, if the medical and paramedical staff perceptions of the ability to be applied by IbnuSina Hospital Gresik regency is decreasing (negative), then the organizational commitment of medical and paramedical personnel will be lower. According to Mathieu and Zajac (1990) and Mowday et al. (1982), personal characteristics consisting of age, period of employment, education level, gender, ethnicity and personality correlated with organizational commitment. The higher one's education, the higher the expectations that cannot be filled with all the organizations, consequently the lower the commitment of employees in the organization. That is, there is a relationship or correlation between variables and the ability of organizational commitment. Mathieu and Zajac (1982) also found that the level of education of small negatively correlated with organizational commitment, organizational commitment and positive effect on employee performance.

The effect of Organizational Culture (X1) on Performance (Y2) is proved to be acceptable with coefficient of 0.330 ( $p<0.05$ ). The third hypothesis which states that organizational culture significantly influence employee performance IbnuSina Hospital Gresik regency, proved to be correct or acceptable. Path coefficient is positive, it means that theoretically influence the relationship of organizational culture on employee performance is unidirectional. This gives the meaning, if the medical and paramedical staff perceptions of organizational culture that is applied by IbnuSina Hospital Gresik regency better (positive), then the employee's performance Gresik Regency Hospital of IbnuSina will increase. Conversely, if the medical and paramedical staff perceptions of

organizational culture that is applied by IbnuSina Hospital Gresik Regency is getting bad (negative), then IbnuSina Hospital employee's performance will be increasingly low Gresik regency. Hang-Yue (2008) states that there is a relationship between organizational culture and performance. There are several explanations put forward by Hang-Yue (2008). First, organizational culture can enhance performance through improved employee morale and motivate, unite and form the same expectations as well as directing employee behavior. Secondly, according to the point of view based on the resources, organizational culture is a valuable asset, unique and can not imitate that will provide competitive advantage and will ultimately improve performance. Finally, the organizational culture can enhance a company's ability to adapt according to changes in the market, especially if the company's attention on external factors rather than internal factors. Thus, companies can follow the flow of consumer demand and improve performance.

The effect of Ability (X2) on Performance (Y2) is proved to be acceptable with the coefficient of 0.197 ( $p < 0.05$ ). The fourth hypothesis which stated ability significantly influence the performance of medical and paramedical staff, proved to be correct or acceptable. Path coefficient is positive, it means that theoretically influence the relationship of the ability of the employee's performance is unidirectional. This gives the meaning, if the medical and paramedical staff perceptions of the ability to be applied by IbnuSina Hospital Gresik regency is better (positive), then the employee's performance Gresik Regency Hospital of IbnuSina will increase. Conversely, if the medical and paramedical staff perceptions of the ability to be applied by IbnuSina Hospital Gresik Regency is getting bad (negative), then the performance of medical and paramedical staff will be increasingly low. According to Kolz et al. (1998), based on sufficient empirical evidence, the ability is the most important factor of stable performance and its influence over time. However, Chow (1986), in his book mentions the opposite of ability is not required when automation occurs. The ability of individuals does not mean when routinization by the machine has occurred. Based on research in the Chow, it was concluded that the ability will still be required to operate the machine, so that does not happen often fatal human error.

The effect of Organizational Commitment (Y1) on Performance (Y2) is proved to be acceptable with the coefficient of 0.402 ( $p < 0.05$ ). The fifth hypothesis that states a significant organizational commitment to employee performance IbnuSina Hospital Gresik regency, proved to be correct or acceptable. Path coefficient is positive, it means that theoretically influence the relationship of organizational commitment to employee performance is unidirectional. This gives the meaning, if the medical and paramedical staff perceptions of organizational commitment applied by IbnuSina Hospital Gresik regency is better (positive), then the employee's performance Gresik Regency Hospital of IbnuSina will increase. Conversely, if the medical and paramedical staff perceptions of organizational commitment applied by IbnuSina Hospital Gresik Regency is getting bad (negative), then IbnuSina Hospital employee's performance will be increasingly low Gresik regency. According to Cichy (2009), organizational commitment can be explained through two points of view. The first describes the individual's desire or preference to continue working in the old organization. Both shows individual attitudes toward the organization and reflected in the individual's relationship with the company. With high organizational commitment, then the individual will strive with all his ability to improve performance that will ultimately improve company performance. Organizational commitment related to organizational performance, including job satisfaction and motivation of the commitments Burton (2002). These studies emphasize the importance of organizational commitment. Thus the need to understand better before its time.

## CONCLUSIONS

Based on the results of testing five hypotheses, the first hypotheses of effect of Organizational Culture (X1) on Organizational Commitment (Y1) shows the greatest level of significance with the coefficient of 0.430 ( $p < 0.05$ ). Meanwhile, the effect of the fourth hypothesis of effect of Ability (X2) on

Performance (Y2) shows the weakest level of significance with the coefficient of 0.17 ( $<0.05$ ). The results of this study indicate the existence of direct and indirect effects of variables of organizational culture and ability on organizational commitment and employee performance. The founding of the intervening variable of organizational commitment in the analysis of the relationship between organizational culture and ability of the employee's performance. These three latent variables that may directly affect the performance of employees and can also indirectly through intervening endogenous variables affect employee performance. These results indicate that organizational commitment is an important instrument of organizational culture variables, the ability to measure employee performance. The results of this study combine the studied variables: the variable Ability with Organizational Commitment studied by Mathieu and Zajac (1990) and Mowday et al. (1982), Naumann (2001) and Kaldenberg (1995), and Organizational Culture variables with Organizational Commitment studied by Sully (2008), Boon and Arumugam (2006), Supreme (2009), and variable Ability with Performance studied by Kolz et al. (1998), Sugiharsono (2008:144), Faizin and Winarsih (2008) and Organizational Culture with Performance variables studied by Hang-Yue (2008), Cynthia (2009), Brahmasari and Suprayetno (2008), and Organizational Commitment with Performance variables studied by Cichy (2009), Neagu (2010), Burton (2002), Darwito (2008). All of these research variables are integrated into a unity of a whole model (Integrative Model).

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