

CHAPTER I

INTRODUCTION

1.1 Research Background

Nowadays, all country in the world facing the same problem, which is facing the Covid-19 virus. About 2 years ago, on 31, 2019, the first corona virus patient in Wuhan, China began to show symptoms of being infected with the SARS-Cov-2 virus (WHO, 2020). After that , COVID-19 as a pandemic was announced by WHO on March 11, 2020 (WHO, 2020). Monday, March 2, 2020, Indonesia is being list as one of country that been infected by covid-19. The coronavirus was being spread in Indonesia through two Indonesian citizens that live in Depok city, West Java, who made direct contact with Japanese citizen who turned out to be positive for covid-19. This was known after the Japanese citizen left Indonesia for Malaysia (President of the Republic of Indonesia, Joko Widodo, 2020).

The COVID-19 pandemic has given a major impact on human life. A lot of country in the world got infected by the COVID-19. Because of the pandemic COVID-19, most of the countries have taken various ways to slow down the spread of the coronavirus in their respective regions by imposing extreme measures such as stopping the holding of opening events and meetings, closing the work environment, limit out. homes, restrictions on public transport, with testing, and contact tracing,

and also closing educational institutions (Owosu-Fordjour, Koomson, & Hanson, 2020)

One of sectors affected by the COVID-19 pandemic is healthcare business industry. Healthcare business industry is individuals and organizations involved in the development, manufacture, supply, or delivery of health products or services. Healthcare Industry includes, but is not limited to, pharmaceutical and medical device manufacturers, medical supply companies, patient transportation and ambulance services, nursing services providers, laboratories, medical imaging providers, physicians, or hospital. Hospital is a social organization and logical combination of the activities of a number of persons with different level of knowledge and skills for achieving a common goal of patient care through a hierarchy of authority and responsibility.

Hospital in Indonesia also get affected by the coronavirus because the increasing of patient that get infected by the coronavirus. That's make every hospital in Indonesia must be able to handle the over capacity patient of COVID-19. On 31 January 2022, it is confirm that case of coronavirus in Indonesia reach to 12.422 patients (Widyawati, 2022). It also happen with the hospital in Padang. Cases of Covid-19 in Padang reach to 7.429 patients calculated on the date 15 Mei 2022 (Padang, 2022).

A lot of hospital in Padang have to handle the patient of covid-19 that is increasing over time. This has an impact on the occupancy of beds for covid-19

patients in covid-19 referral hospitals in the Padang region, one of which is at the Bunda Padang General Hospital (Santoso, 2022). The increasing patients of Bunda Padang Public Hospital, not just affecting the nurses and doctors that handle them, but also the non-operational employees such as administrative department, human resource department, marketing department, and so on. It concludes that the increasing of the coronavirus, not just affect the operational of the hospital, but it also affect the hospital as an organization.

Bunda Padang Public Hospital is a provider company health services in the city of Padang. As a public hospital, Bunda Padang Public Hospital must be able to provide the best service as a goal from the company. HR management is the main thing to achieve company goals, However, often the performance of hospital management that has been so good will disturbed by various employee behaviors that are difficult to prevent. One of Such behavior is the employee's decision to leave the company (turnover).

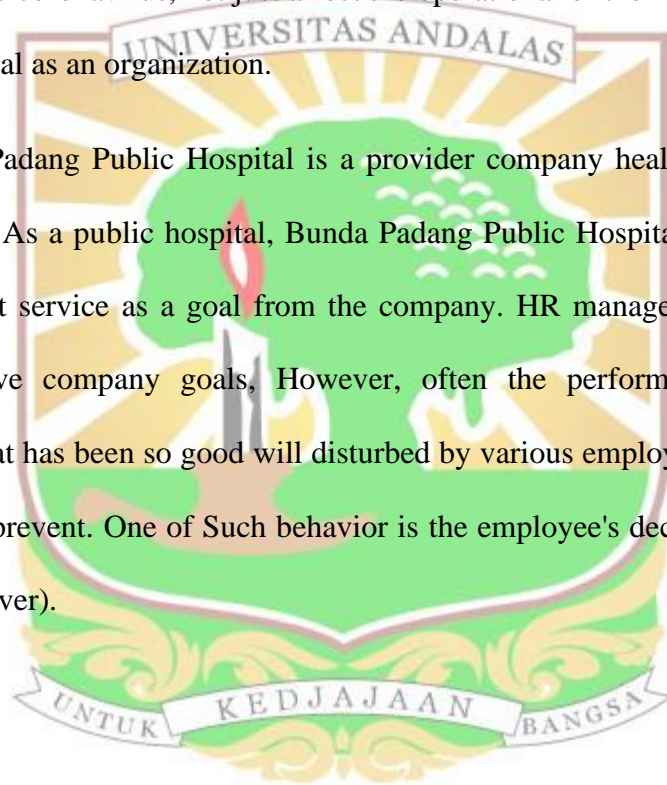


Table 1. 1
Data Employees Recruited in Bunda Padang Public Hospital

Month	Year		
	2020	2021	2022
January	-	16	2
February	-	2	9
March	-	27	4
April	-	2	-
May	-	8	1
June	-	19	
July	5	10	
August	-	19	
September	-	3	
October	2	-	
November	22	3	
December	5	4	

Table 1. 2
Data Employees Resign in Bunda Padang Public Hospital

Month	Year		
	2020	2021	2022
January	-	13	4
February	-	6	4
March	9	7	1
April	21	-	
May	-	4	
June	14	9	
July	2	7	
August	7	8	
September	1	14	
October	4	8	
November	1	20	
December	3	1	

Table 1. 3
Data Turnover Rate Employees of Bunda Padang Public Hospital

Year	Number of employees beginning of the year	Recruited	Resign	Number of year-end employees	Turnover rate
2020	483	34	62	455	13%
2021	455	113	97	485	21%
2022 (May)	485	16	11	490 (May)	2.25%

Based on table 1.1 ; 1.2 ; 1.3, we can see that in the year of 2020 and 2021, there are a lot of employees that resign from the hospital. The turnover rate on 2021 is also increasing from the year of 2020. This data shows that there are still high number of employees turnover in the Bunda Padang Public Hospital. Because the increasing of patient coronavirus, and also make the environment of the hospital change makes the employees need to be working late. This could mean that there are still lack of commitment in the employees.

Organizations certainly need quality human resources and are loyal to organization. Including human resources that can contribute to effectiveness of the organization by performing high performance, trying to achieve organization goals, and loyal to the organization. This is called Organizational Commitment. Based on Mwesigwa et al. (2020), organizational commitment is a state in which an employee feels loyalty to the organization, accepts and internalizes goals and values of it, and involves in the organization. It also says that a committed employee is the one who stays with the organization through thick and thin, attends work regularly, puts in a full day, protects the company's assets, shares company goals, and many more.

According to Ashraf (2020), there are several indicators to measure organizational commitment: 1) Sense of belonging to the organization. 2) Sense of duty to the organization. 3) The feel of happiness toward the organization. 4) The feel of attachment to the organization. 5) The feel of guilty to leave the organization. 6) Loyalty to the organization. Employees who committed to the organization, tends to have the intention to make the organization better.

Organizational commitment can improve the effectiveness of employees in the organization, through action of coming on time to the office, completed all tasks that been given by the organization, solved all problems that happen in the organization. With that, employee's organizational commitment is expected to make employees better in their work environment, so that it affects the increase in the productivity of other employees to superior. The number of benefits that obtained from employee's organizational commitment make employees with high commitment is necessary to be owned by the organization, especially the organization in the field of health such as hospitals or health center.

The current problem that being faced by the hospital is the increasing of patient covid-19. This problem could give a lot of challenges to the hospital to manage their employees. If the employees have low organizational commitment, then the turnover rate in the hospital could be increasing. Therefore, there are several ways to increase the employee's organizational commitment in this research.

According to Nawab et al (2011), compensation system as means of impacting positively on employees to gain their commitment towards the

improvement of the organizational productivity. They further argued that an organization with better and adequate compensation system boosts employees' job satisfaction and reduces both intention and actual turnover of the employees. Alamelu et al (2015) also quote in their research that compensation packages were found to be a part of the major boosters of positive employees behavior in the workplace, such as organizational commitment. The research carried by Conway & Briner (2012) on investigating the effect of collective organizational commitment on unit level performance revealed that fair pay, autonomy at work, suitable career path, and fairness in distributing of reward, amongst others, will lead to high employee organizational commitment.

Compensation is one of the important factors to make employees committed to the hospital. Compensation is all income in the form of money, direct, or indirect goods received by employees in return for services rendered to the organization (Cainarca et al., 2019). Covid-19 makes the employees work overtime. Not just the doctors and nurses that work overtime, but the non-operational employees also work overtime. This make employees need to be pay more than their usual compensation. Higher compensation makes the turnover rate of the organization lower, which mean the employees more committed to the organization.

The other way that could make employees more committed to the organization is their satisfaction to their job. According to research held by Zandi et al (2018) job satisfaction has a major impact on increasing employees organizational commitment. When work roles don't conflict with the individual's values and beliefs,

they tend to experience job satisfaction because the job itself generates an inner sense of motivation. This is an important issues for any organization, for individuals who have high level of job satisfaction generally have the positive attitudes towards their work such as commitment (Al-Hussein, 2020). Job satisfaction creates positive attitudes in employees, boosts up their morals, improves their performance, creates pleasant relationships with coworker, and creates better commitment in the employees (Mwesigwa et al., 2020).

Employees job satisfaction is perhaps one of the most important aspects that critically influences the success of an organization. Job satisfaction is directly linked to an individual's happiness, as there is a positive relationship between job and life satisfaction (Bashir & Gani, 2020). According to Ashraf (2020), there are several indicators to measure employees satisfaction on their job: 1) Their satisfaction of job specification. 2) Their feel of self-esteemed. 3) Their feeling on receiving regards from others. 4) Their job is socially recognized. 5) Their feel of proud to have their job.

When the hospital being faced by the covid-19, the increasing of the employees job makes their work environment change. The change of work environment and the increasing of employee's job could make employee's job satisfaction change. This could make employees are not satisfied anymore with their job, which mean their commitment to the hospital could change. When the hospital can make employees still satisfied with their job, that could make employees still committed to the organization.

The other way that could make employees committed to the organization is employees self-efficacy. According to research held by Pradipto & Chairiyati (2021) self-efficacy is one of the important factor to boosts employees organizational commitment. The same result is find in the research held by Fransiska et al (2020) and said that the existence of employee organizational commitment is very close to the existence of self-efficacy in employees in supporting the achievement of goals to be obtained by the company

Self-efficacy is a person's reality regarding his ability to do certain specific tasks. Self-efficacy can be defined as an individual's belief in his or her ability to succeed in a specific situation or accomplish a specific task (Yokoyama, 2019). According to Yoon et al. (2018), there are two indicators to measure human self-efficacy: 1) Magnitude. Magnitude refers to an individual's belief that he or she can perform the task. 2) Strength. Strength represents the confidence of an individual to complete various components of tasks at various levels of difficulty.

As we know, hospital is facing a new problem in this current situation, which is they must face with coronavirus patient that increasing overtime. This means that employees facing a specific situation where they need to solve. If the employees could not adapt with the specific situation or the employees could not handle the specific situation, they tend to leave their job. This could mean they are not committed anymore to the organization or to their workplace. If the employees have a high self-efficacy, that's mean they committed to the organization.

Because of the researcher see the problem that affected employees of Bunda Padang Public Hospital, researchers conduct an initial survey of employees from Bunda Padang Public Hospital to ascertain whether the factors mentioned above such as compensation, job satisfaction, and self-efficacy really have an influence on employee's commitment to the hospital.

Based on these conditions, the authors want to know further whether compensation, job satisfaction, and self-efficacy can affect the commitment of employees in Bunda Padang Public Hospital. Therefore, the author is interested in conducting research entitled ***“The Influence of Compensation, Job Satisfaction, and Self Efficacy Toward Employees Organizational Commitment of Bunda Padang Public Hospital”***

1.2 Research Question

Based on the description of the background of the problem, the formulation of this problem is as follows :

1. To what extend compensation influence employees organizational commitment in Bunda Padang Public Hospital ?
2. To what extend job satisfaction influence employees organizational commitment in Bunda Padang Public Hospital ?
3. To what extend self-efficacy influence employees organizational commitment in Bunda Padang Public Hospital ?

1.3 Objective of the Research

Based on the formulation of the problem above, the objectives of this study are as follows:

1. To examine the impact of compensation on employees organizational commitment in Bunda Padang Public Hospital.
2. To examine the impact of job satisfaction on employees organizational commitment in Bunda Padang Padang Hospital.
3. To examine the impact of self-efficacy on employees organizational commitment in Bunda Padang Public Hospital.

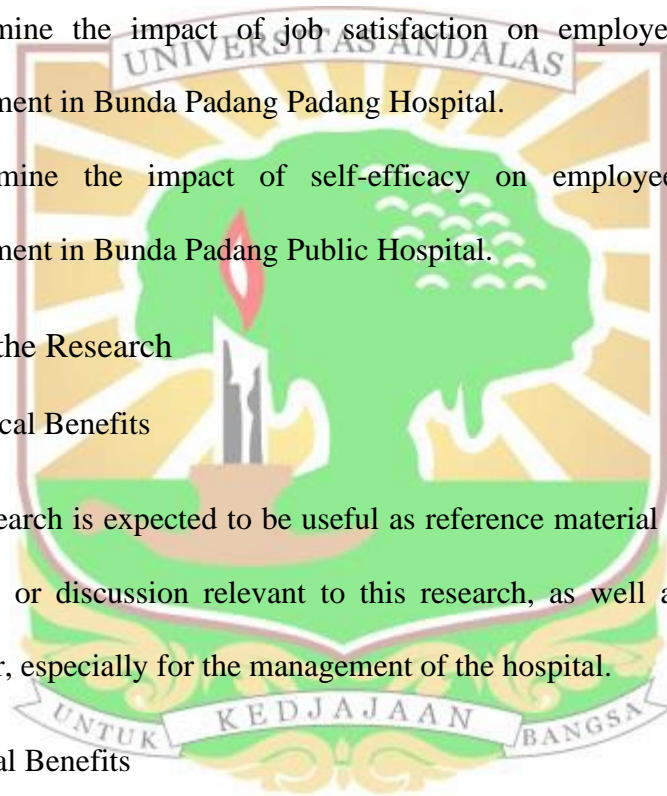
1.4 Benefit of the Research

1. Theoretical Benefits

This research is expected to be useful as reference material and consideration for research or discussion relevant to this research, as well as contributing to health sector, especially for the management of the hospital.

2. Empirical Benefits

The results of this study are expected to be used as input and information on employees organizational commitment that can assist hospital in managing their employees.



1.5 Scope of The Research

In conducting research, the author limits the scope of the research, where the author research employees of Bunda Padang Public Hospital that work more than 5 years. The scope of research is compensation, job satisfaction, and self-efficacy towards employees organizational commitment. Questionnaires were distributed to employees of Bunda Padang Public Hospital.

1.6 Systematic of The Research

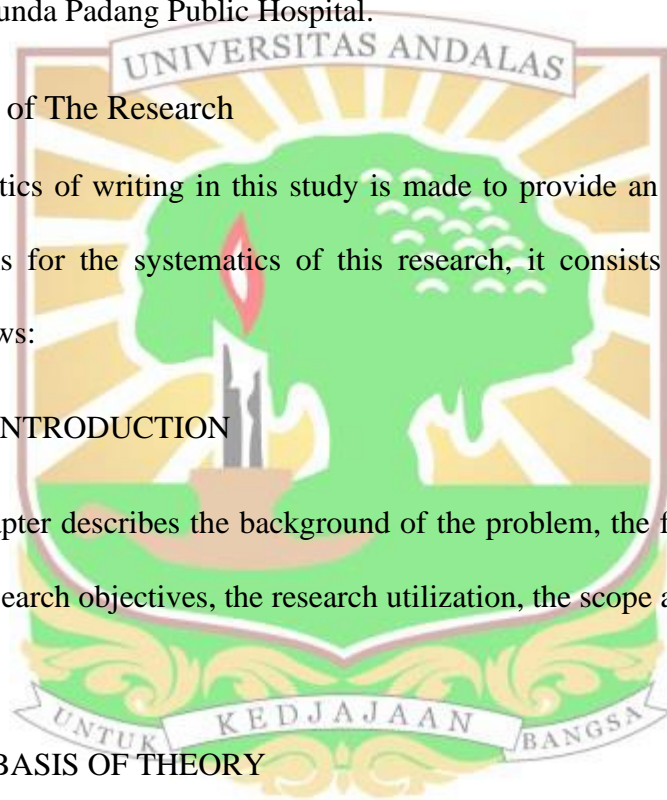
Systematics of writing in this study is made to provide an overall picture of the research. As for the systematics of this research, it consists of five chapters, namely as follows:

CHAPTER 1 : INTRODUCTION

This chapter describes the background of the problem, the formulation of the problem, the research objectives, the research utilization, the scope and systematics of the research.

CHAPTER 2 : BASIS OF THEORY

This chapter discusses the theories related to the problems discussed in this study. This chapter will also discuss previous research, hypothesis development, and conceptual framework models that will be guided at the data processing stage.



CHAPTER 3 : RESEARCH METHOD

This chapter discusses population and samples, sampling techniques, types and sources of data, measurement scales, operational definitions, and variable measurements as well as data analysis methods used to prove hypotheses.

CHAPTER 4 : RESULTS AND DICUSSION

This chapter discusses the results of the process of distributing research questionnaires, general descriptive of respondents, and data analysis used to prove hypotheses.

CHAPTER 5 : CONCLUSION

This chapter contains the conclusions on the research that has been done, the implications of the research results, the limitations of the research, and suggestions.

