

THE EFFECT OF WORK MOTIVATION AND JOB INVOLVEMENT TO IMPROVE ORGANIZATIONAL COMMITMENT AT HASANUDDIN UNIVERSITY HOSPITAL, INDONESIA

Nurintan Malik^{1*}, Alimin Maidin¹, Andi Indahwaty Sidin¹, Irwandy¹, Syahrir A Pasinringi¹, Syamsuddin²

1. Hospital Administration Study Program, Faculty of Public Health, Hasanuddin University, Indonesia

2. Accounting Department, Faculty of Economics and Business, Hasanuddin University, Indonesia

Correspondence: intanmalik995@gmail.com

ABSTRACT

BACKGROUND:

Employees who have high work motivation and good job involvement can increase organizational employee commitment. This involves high levels of giving support, direction of goals, and involvement in optimizing themselves in carrying out tasks. This study aims to analyze the effect of work motivation and job involvement on nurse's organizational commitment at the Hasanuddin University Hospital, Makassar, Indonesia in 2022.

METHODS:

Quantitative research has been completed using an observational study with a cross sectional study design. The sample used in this study involved 172 nurses at Hasanuddin University Hospital. The instrument used in this study was a questionnaire that has been tested for validity and reliability. Data analysis using Chi-Square test and Path Analysis was undertaken.

RESULTS:

Study findings showed that there is an effect of work motivation on nurses' organizational commitment ($p < 0.001$), work motivation on job involvement ($p < 0.001$), job involvement on organizational commitment ($p = 0.003$), and there is no effect of work motivation on organizational commitment through job involvement ($p = 0.051$).

CONCLUSION:

Work motivation and job involvement directly affect the organizational commitment of nurses. It is recommended to the hospital to pay attention to work motivation and the involvement of nurses in their work in order to maintain commitment while developing direction and goals, hospital services, quality and future careers.

KEYWORDS

work motivation, job involvement, organizational commitment, nurse, hospital

INTRODUCTION

Turnover is a very important factor in human resource management and the formation of human capital in a hospital [1]. This issue is crucial, especially for staff with non-civil servant status and working style of the millennial generation which is one of triggering factors for turnover in an organization. The millennial generation is also known to be disloyal to a job or company, so most millennial employees only stay in a job for less than three years [2].

Employee turnover refers to the departure of individuals from an organization, whether initiated voluntarily or involuntarily. Ultimately, it results in a quantifiable count of employees exiting the organization within a specific timeframe [1,3]. High turnover causes hospitals to be ineffective because they lose experienced employees and need to train new employees and it also affects work progress, productivity and can bring a negative reputation for a hospital [4-6]. High turnover rates indicate low organizational commitment of employees, where organizational commitment as an attitude related to work which is closely related to performance and employee turnover [7].

Organizational commitment is very important in terms of organizational behavioral science or in Human Capital Management. Organizational commitment of an employee to the organization is a behavioral dimension that can be used to measure and evaluate the strength of employees to be able to survive and do their duties and fulfill their obligations to the organization [8]. Organizational commitment itself has an impact in the form of benefit and advantage especially to the organization where the employee is sheltered because commitment in the organization will determine how long an employee will stay with the organization. An employee who has a strong commitment is an asset for every organization where the organization wants to keep and maintain staff [9]. There are several factors that can increase employee organizational commitment, but the most influential factor is related to motivation and job involvement [10-16].

Motivation is a power that encourages individuals to do something in achieving results or goals [10]. It is important for organizational/company managers to know what motivates employees or their subordinates, because this factor will lead the organization on a path to achieving its goals [11-13]. Besides work motivation, a factor that can

affect organizational commitment is job involvement. Job involvement in work is conceptualized as when a member of the organization who carries out their role in their job description, works and expresses themselves physically, cognitively and emotionally during a work which means that work is important for an individual's life [14]. Research on job involvement has shown a positive effect on work. Firstly, job involvement itself is a positive individual experience [15]. Secondly, job involvement is related to health and good work effects employees [16]. Thirdly, job involvement helps individuals to gain benefit from a stressful job. Finally, job involvement is positively correlated with organizational commitment [16] and in the end is an impact on employee performance in their lives [14].

Based on the preliminary study conducted in the Hasanuddin University Hospital, it was found that the nurse turnover numbers fluctuated every year in 2020-2022. A high turnover increase of 15% can have an impact on Organizational Commitment which is indicated by the existence of low nurse organizational commitment where the most influential factors are Work Motivation and job involvement. The purpose of this study was to analyze the influence of work motivation and job involvement on organizational commitment at the hospital.

METHODS

RESEARCH LOCATION AND DESIGN

This study was conducted at Hasanuddin University Hospital Makassar. The research method used was an analytic observational with cross-sectional approach [17].

POPULATION AND SAMPLE

The study population comes from all nurses who provide service and work at this hospital. Participants were asked to voluntarily participate by signing a written informed consent. The sample that was successfully collected consisted of 172 participants.

INSTRUMENT DAN PROCEDURE

The instruments consisted of a closed questionnaire adapted from previous studies. The questionnaire included measures of work motivation developed by Tania and Susanto [18], job involvement by Hariani et al. [19], and organizational commitment by Kelven et al. [20]. The validity and reliability of the questionnaire was tested using Bivariate Pearson correlation and Cronbach's alpha (α). Data collection was carried out directly by a researcher at

the hospital by distributing structured questionnaires containing questions about variables filled by respondents.

This study has received ethical approval from the Ministry of Education, Culture, Research, and Technology, Hasanuddin University, Faculty of Public Health (Number 8564/UN4.14.1/PT.01.02/2022).

DATA ANALYSIS

Data were analyzed by univariate, bivariate and multivariate variables. The relationship between the two variables was tested with the Chi-Square test using IBM SPSS (version 24) software. Multivariate analysis using Path Analysis was undertaken with the SPSS AMOS Program.

RESULTS

Table 1 shows the frequency distribution based on the characteristic of respondents in the research. These results showed that most of the respondents are in the age group of 20-35 years for 139 respondents (80.9%). In terms of gender, most of the respondents were female for 141 respondents (82.0%). Based on the work duration, most worked for >6 years for 95 respondents (55.2%). Based on their latest education level, most of respondents have a bachelor's degree for 99 respondents (57.6%). Based on employment status, most were non-civil servant employees for 140 respondents (81.4%). Civil servant nurses are individuals recruited and employed by the government to provide public services. Non-civil servant nurses, on the other hand, are only employed by hospitals through contracts or agreements.

TABLE 1. DISTRIBUTION OF RESPONDENT BASED ON THE CHARACTERISTIC OF NURSE RESPONDENTS AT THE HOSPITAL IN 2022

Characteristic of Respondent	Total Number (n=172)	Percentage (%)	
Age	20-35 years old	139	80.8
	36-45 years old	33	19.2
	> 45 years old	0	0.0
Gender	Male	31	18.0
	Female	141	82.0
Work Duration	1-5 years	64	37.2
	6-10 years	95	55.2
	11-15 years	11	6.4
	> 15 years	2	1.2
Last Education	Diploma	34	19.8
	Bachelor	99	57.6
	Master	9	5.2
	Other	30	17.4
Status of Employment	Civil Servant	32	18.6
	Non Civil Servant	140	81.4
Service Unit	Outpatient	22	12.8
	Inpatient and eye care	83	48.8
	ICU	14	8.1
	NICU	8	4.7
	IGD	17	9.9
	Hemodialysis	12	7.0
	Chemotherapy	15	8.7

TABLE 2. DISTRIBUTION OF RESPONDENTS BASED ON WORK MOTIVATION, JOB INVOLVEMENT AND ORGANIZATIONAL COMMITMENT AT THE HOSPITAL IN 2022

Total Number (n=172) (%)		
Work Motivation		
High	79	45.9
Low	93	54.1
Job Involvement		
Good	74	42.0
Bad	98	57.0
Organizational Commitment		
High	70	40.7
Low	102	59.3

TABLE 3. THE EFFECT OF WORK MOTIVATION ON ORGANIZATIONAL COMMITMENT, WORK MOTIVATION ON JOB INVOLVEMENT, AND JOB INVOLVEMENT ON ORGANIZATIONAL COMMITMENT AT THE HOSPITAL IN 2022

Work Motivation	Organizational Commitment (n=172)				p-value
	High		Low		
	n	%	n	%	
High	53	63.1	31	36.9	<0.001
Low	29	33.0	59	67.0	
Work Motivation	Job Involvement (n=172)				p-value
	High		Low		
	n	%	n	%	
High	48	57.8	35	42.2	<0.001
Low	25	28.1	64	71.9	
Job involvement	Organizational Commitment (n=172)				p-value
	High		Low		
	n	%	n	%	
Good	45	61.6	28	38.4	0.003
Bad	37	37.4	62	62.6	

Table 2 shows that from 172 respondents it is known that most of them have self-reported low (poor) work motivation, job involvement and organizational commitment.

Table 3 shows the relation between independent variable and dependent variables. Based on the result of analysis, it can be seen that there is a relation among the variable of work motivation, job involvement and organizational

commitment of nurses at the Hospital in 2022. The result of bivariate analysis with the Chi-square test showed that there is association between the dimension of work motivation and organizational commitment with a p value <0.001, variable work motivation on the job involvement variable with p-value <0.001, and job involvement variable on organizational commitment with p-value = 0.003 which means work motivation and job involvement are very significant related to organizational commitment as well as work motivation and job involvement..

TABLE 4. PATH ANALYSIS AMONG WORK MOTIVATION, JOB INVOLVEMENT AND ORGANIZATIONAL COMMITMENT AT THE HOSPITAL IN 2022

Variable	Coefficient	p	Description
Work Motivation→ Job Involvement	0.399	<0.001	Direct
Work Motivation → Organizational Commitment	0.446	<0.001	Direct
Job Involvement→ Organizational Commitment	0.216	0.003	Direct
Work Motivation → Job Involvement→ Organizational Commitment	0.086	0.051	Indirect

Table 4 shows the results of path analysis of the direct effect of work motivation on organizational commitment as 0.446 ($p < 0.001$) while the indirect path coefficient of work motivation on organizational commitment through job involvement is not significant ($p = 0.051$) which means that work motivation has no effect on organizational commitment of nurses through job involvement.

DISCUSSION

There is an effect of work motivation on the organizational commitment of nurses at the Hospital. The statistical analysis showed that the work motivation variable has a significant effect on organizational commitment with a value for 46.6% and this is supported by previous research [21]. The aspect of work motivation needs serious attention from managers because it can generate, direct, and maintain behavior that related to work environment [19]. Several factors can contribute to the employee's organizational commitment including work motivation. Work motivation is the force that drives, provides rationale, and creates willingness in an individual to take action. [22]. Individual motivation is supported by three things: can do, reason to, and energized to. Can do focuses on self-efficacy and control, reason to is related to a self-determination, flow,

interests, and goal orientation. Energized to is a higher level that causes a person to feel enthusiastic about being involved [23].

Job involvement is a business management concept involving high commitment or enthusiasm of employees related to long-term company activities. The results of this study showed that there was an effect of work motivation on job involvement with a value for 21.6% which is in line with research conducted by Istiqomah et al. [24], Rahmi et al. [25] and Maqsood et al. [26] which showed that work motivation made a significant contribution to job involvement as well as job involvement to organizational commitment. Therefore, it is important for managers to increase job involvement to increase job motivation and organizational commitment [27]. Kim and College [28] stated that job involvement focuses on the relationship between an employee and his or her duties and commitment emphasizes the relationship between an employee and the organization. According to Robertson-smith and Markwick [29], employees who are not engaged do not show enthusiasm and have no real passion for their work and for the organization. Employees who are not engaged do not enjoy their work and do not want to give all their support to make the organization successful.

Furthermore, there is an effect of job involvement on organizational commitment with a value for 21.6% and was in line with Parimita and Farhan [30]. The result also showed that the dimension of organizational commitment is mostly low which seems to contribute to the low result of organizational commitment with a percentage of 57.0%. Employee commitment is essential because high organizational commitment brings positive results such as high performance, low turnover rate and low absenteeism. Marciano [31] explained that an employee who has an attachment will be motivated to give their best effort. Low job involvement does not only have an impact on performance but also increase the desire to move (such as find another job or quit). A dedicated and committed workforce plays a pivotal role in fostering company growth. Therefore, the organizational commitment will create a sense of belonging for staff to the company.

This study also identified the direct and indirect effects of work motivation on organizational commitment through job involvement. The results showed that there is no indirect effect between work motivation on organizational commitment through job involvement. This means that without the intervention of job involvement, work motivation can directly affect organizational commitment. This result of this study is supported by Mohsan et al., [32] who showed that the work motivation variable can have a significant effect on organizational commitment without job involvement. This is also supported by Warsi et al. [33] who concluded that work motivation can have a greater direct influence without enabling through job involvement variable. This shows that high work motivation of an employee can have a direct positive effect and increase the organizational commitment of employees. Herminingsih and Sumanto [34] stated that low commitment to the organization is considered to be related to low work motivation. The lower the work motivation, the lower the commitment to the organization. Conversely, increased work motivation will increase commitment to the organization. Trisnarningsih [35] stated that the motivation to achieve the goals set by the company can affect commitment to the organization as an effort to achieve common goals.

This study has some limitations. There were incomplete responses from some participants in filling out the questionnaire in this study, but a reasonable cohort participated in data collection (172 nurses). Additionally, it is noteworthy that the factors influencing organizational commitment among nurses in this study are limited to two

variables—namely, work motivation and job involvement—despite the existence of numerous other factors that can impact organizational commitment. This study was for one hospital only and so the results will be useful for local management, but care should be taken regarding translation of results into other hospital organizations.

CONCLUSION AND RECOMMENDATION

The results of this study showed that work motivation has an effect on organizational commitment and job involvement. Work motivation has no effect on organizational commitment through job involvement. In other words, job involvement does not have a mediating role of work motivation on organizational commitment. The recommendation is for the hospital to prioritize enhancing work motivation and the engagement of nurses in their responsibilities. This approach is vital for sustaining commitment while simultaneously advancing the hospital's direction, goals, service quality, and future career opportunities. Furthermore, it is advisable to implement training initiatives for managers, focusing on leadership skills, including training in providing constructive feedback and coaching subordinates.

ACKNOWLEDGEMENTS

We really thank to the participants who had voluntarily participated in this research.

References

1. Herman. Relationship Between Organizational Culture and Work Satisfaction With Commitment to Organization. *J Humanit Soc Stud*. 2018;2(1):40–6. Available from: <https://doi.org/10.33751/jhss.v2i1.821>
2. Winastiti. A. *Generasi Millennial Dan Karakteristiknya*. Jakarta: Edukasia Islam 2; 2008. 86–92.
3. Robbins SP, Judge TA. *Organizational Behavior*. 12th ed. Prentice Hall; 2006.
4. Yunelis A, Yanita Y. The Effect of Job Satisfaction and Organizational Commitment on Employee Turnover Intention at PT. Ima Montaz Sejahtera Lhokseumawe. *J Manaj Indones*. 2023;8(1):59–65. Available from: <https://doi.org/10.29103/j-mind.v8i1.1455>
5. Balsam S, Miharjo S. The effect of equity compensation on voluntary executive turnover. *J Account Econ*. 2007;43(1):95–119. Available from: <https://doi.org/10.1016/j.jacceco.2006.09.004>

6. Koh HC, Goh CT. An analysis of the factors affecting the turnover intention of non-managerial clerical staff: a Singapore study. *Int J Hum Resour Manag.* 1995;6(1):103-125. Available from: <https://doi.org/10.1080/09585199500000005>
7. Werner A, Bagraim J. *Organisational Behaviour: A Contemporary South African Perspective.* 2nd ed. Hatfield, Pretoria: Van Schaik; 2007.
8. Mathis, R.L. & J.H.J. *Human Resource Management : Manajemen Sumber Daya Manusia.* Jakarta: Salemba Empat; 2011.
9. Sidin AI, Della RH. *Perilaku Organisasi.* Malang: Literasi Nusantara; 2021.
10. Sondang P. Siagian. *Kiat Meningkatkan Produktivitas Kerja.* 2nd ed. Jakarta: PT. Rineka Cipta; 2009.
11. Supartha WG, Sintaasih DK. *Pengantar Perilaku Organisasi: Teori, Kasus, dan Aplikasi Penelitian.* Denpasar: CV. Setia Bakti; 2017.
12. Robbins SP, Judge TA. *Perilaku Organisasi (Indonesian Version).* Jakarta Selatan: Salemba Empat; 2008.
13. Guzeller CO, Celiker N. Examining the relationship between organizational commitment and turnover intention via a meta-analysis. *Int J Cult Tour Hosp Res.* 2020;14(1):102–20. Available from: <https://doi.org/10.1108/IJCTHR-05-2019-0094>
14. Kahn WA. Psychological Conditions of Personal Engagement and Disengagement at Work. *Acad Manag J.* 1990;33:692–724. Available from: <https://doi.org/10.2307/256287>
15. Schaufeli EA. Burnout and Engagement in University Students: A Cross-National Study. *J Cross Cult Psychol.* 2002;33(5):464–81. Available from: <https://doi.org/10.1177/0022022102033005003>
16. Demerouti E, Bakker AB, Nachreiner F, Schaufeli WB. The Job Demands-Resources Model Of Burnout. *J Appl Psychol.* 2001;86(3):499–512. Available from: <https://psycnet.apa.org/doi/10.1037/0021-9010.86.3.499>
17. Setia MS. Methodology Series Module 3: Cross-sectional Studies. *Indian J Dermatol.* 2016;61(3):261-264. Available from: <https://doi.org/10.4103/0019-5154.182410>
18. Tania A, Sutanto EM. The Effect of Work Motivation and Job Satisfaction on Employees' Organizational Commitment at PT. Dai Knife in Surabaya. 2013;1(3). Available from: <https://repository.petra.ac.id/16260/>
19. Hariani M, Arifin S, Putra AR. Pengaruh Iklim Organisasi, Pengalaman Kerja dan Motivasi Kerja Terhadap Komitmen Kerja Karyawan. *Manag Account Res J Glob.* 2019;03(02):22–8. Available from: <https://jurnal.ikbis.ac.id/global/article/view/239>
20. Kelven DT, Nazaruddin, Endang SR. The Effect of Organizational Commitment to The Performance of Y Generation Employees in Pt Bank Sumut With Transformational Leadership as Moderation Variables. *Jr Sci Res.* 2018;IV(2):80–90. Available from: <https://mpra.ub.uni-muenchen.de/92357/>
21. Oupen SM, Agung AAG, Yudana IM. Kontribusi Kepemimpinan Transformasional, Budaya Organisasi, Disiplin Kerja, Dan Motivasi Kerja, Terhadap Komitmen Organisasional Guru SD. *J Adm Pendidik Indones.* 2020;11(01):32–41. Available from: <https://doi.org/10.23887/japi.v11i1.3167>
22. Kreitner R, Kinicki. *Organizational Behavior.* New York: McGraw-Hill Education; 2010.
23. Parker SK, Bindl UK, Strauss K. Making Things Happen: A Model of Proactive Motivation. *J Manage.* 2010;36(4):827–56. Available from: <https://doi.org/10.1177/0149206310363732>
24. Istiqomah HM, Purwanto ME. Pengaruh Motivasi Kerja, Gaya Kepemimpinan, dan Penerapan Good Corporate Governance Terhadap Keterikatan Kerja Karyawan serta Dampaknya pada Kinerja Perusahaan. *Ecopreneur J Progr Stud Ekon Syariah.* 2022;3(1):1-16. Available from: <https://garuda.kemdikbud.go.id/documents/detail/2542833>
25. Rahmi SK, Sayekti A. Pengaruh Budaya Organisasi dan Motivasi terhadap Work Engagement Karyawan Millenial Perum BULOG Divisi Regional DKI Jakarta. 2019. Available from: <http://repository.ipb.ac.id/handle/123456789/100598>
26. Maqsood M, Maqsood H, Kousar R, Jabeen C, Waqas A, Gillani SA. An Effects of hospital service quality on patients satisfaction and behavioural intention of doctors and nurses. *Saudi J Med Pharm Sci.* 2017;(July):748–53. Available from: <http://doi:10.36348/sjmps.2017.v03i06.013>
27. Aktouf O. Management and theories of organizations in the 1990s: Toward a critical radical humanism. *Academy of Management Review.* *Acad Manag Rev.* 1992;17(3):407–31. Available from: <http://dx.doi.org/10.2307/258717>
28. Kim W., Kim J., Woo H. The Relationship Between Work Engagement And Organizational Commitment. *Hum Resour Dev Rev.* 2017;16(4):350–376. Available from: <https://doi.org/10.1177/1534484317725967>

29. Robertson-smith G, Markwick C. Employee Engagement: A Review of Current Thinking. Brinton, UK: Institute for Employment Studies; 2009.
30. Farhan R. Pengaruh kepuasan kerja dan keterikatan kerja terhadap komitmen organisasi pada perusahaan konstruksi di jakarta. Repository Universitas Negeri Jakarta. Universitas Negeri Jakarta; 2021. Available from: <http://repository.unj.ac.id/id/eprint/13444>
31. Marciano PL. Build A Culture Of Employee Engagement With The Principles Of RESPECT. USA: Mcgraw Hill; 2010.
32. Mohsan F, Nawaz MM, Khan MS, Shaukat Z, Aslam N. Are employee motivation, commitment and job involvement inter-related?: Evidence from banking sector of Pakistan. *Int J Bus Soc Sci.* 2011;2(17):226–33. Available from: https://ijbssnet.com/journals/Vol_2_No_17/31.pdf
33. Warsi S, Fatima N, Sahibzada SA. Study on relationship between organizational commitment and its determinants among private sector employees of Pakistan. *Int Rev Bus Res Pap.* 2009;5(3):399–410. Available from: <https://www.researchgate.net/publication/228507896>
34. Herminingsih A, Sumanto. The Effect of Organizational Climate and Work Motivation on Organizational Commitment at PT. Bank Central Asia Tbk. Tangerang Main Branch Office. *J Ilm Manaj dan Bisnis.* 2016; 2(1):516-30. Available from: <https://dx.doi.org/10.22441/jimb.v2i1.3693>
35. Trisnaningsih S. Pengaruh Komitmen terhadap Kepuasan Kerja Auditor: Motivasi sebagai Variabel Intervening (Studi Empiris pada Kantor Akuntan Publik di Jawa Timur). *J Ris Akunt Indones.* 2003;6:199–216. Available from: <http://doi.org/10.33312/ijar.99>