

THE ROLE OF HUMAN RESOURCE MANAGEMENT ON INCREASING ORGANIZATIONAL COMMITMENT TO HOSPITAL EMPLOYEES IN BANYUMAS REGENCY

Mastur Mujib Ikhsani, Fatmah Bagis, Akhmad Darmawan

Universitas Muhammadiyah Purwokerto

Email: mastur_mujib@yahoo.co.id

Abstract: *The research aims to find out the extent of the role of human resource management, from the point of view of employee training and development, work environment, and compensation at An Ni'mah Wangon General Hospital. The survey method used in this research uses a quantitative study. Respondents in this study were employees of the An Ni'mah Wangon Regional General Hospital who were permanent employees and did not belong to the nutrition and security services division. The sample used in this study was 100 employees who were then analyzed using Partial Least Square (PLS) analysis. The results of the analysis show the acceptance of Human resource management influences organizational commitment. The results shows that training and development has a significant effect on organizational commitment. The results of the analysis also show that the work environment has a significant influence on organizational commitment. The results are different for the compensation variable, the compensation has not significant effect on organizational commitment.*

Keywords: *Organizational Commitment, Human resource management, work environment, training and development.*

1. Introduction

Coronavirus pandemic 2019 (COVID-19) hit in various countries, health services get a significant impact. WHO reports that the impact of the COVID-19 pandemic is being felt on essential health services in 90% of the world's countries. The COVID-19 pandemic also affected global economic capacity (Sarasnita et al., 2021). Hospital services are currently increasing because they have to serve general patients and patients who are confirmed Covid-19. Hospitals are required to serve patients as quickly and as quickly as possible. This is where the challenge for hospitals is to still be able to provide services as optimally as possible to the service and recovery of patients.

Human resources have an important role in a company. Employees can work well by the vision and mission that has been formulated by the Company so that every activity carried out by employees will contribute greatly to achieving the company's goals. As a necessity, the company is obliged to maintain employees who work in it, namely by maximizing the commitment of the employee organization itself (Ellys & Ie, 2020).

The hospital industry as a form of healthcare organization today must begin to deal with very strict controls on the financial condition of the organization, quality of service, and intense competition with various other hospital industries. The quality of service of a hospital is greatly

influenced by the services provided by hospital employees in carrying out their duties and obligations to provide maximum service to patients (Mahayasa et al., 2018). In addition to providing the best service from hospital employees to maintain the progress of the hospital, high organizational commitment is needed from hospital employees.

The company must manage its employees well so that it has a high commitment to the organization and wants to keep them in the organization (Robbins et al., 2016). The development of a company depends on the existence of quality human resources and their management without ruling out other determinants. The quality of human resources can be seen with the skills possessed and how to grow the potential. One of the efforts to improve employee skills is to conduct training and development for employees and prioritize a work environment that ensures safety and comfort during work (Bibi et al., 2018) and provides compensation by the contributions that have been given by employees.

The research aims to find out the extent of the role of human resource management, from the point of view of employee training and development, work environment, and compensation at An Ni'mah Wangon General Hospital.

The hypotheses in this study are:

H1: Human resource management influences organizational commitment

H2: Employee training and development influences the Organizational Commitment.

H3: The work environment affects organizational commitment

H4: Compensation affects organizational commitment.

2. Research Method

The survey method used in this research uses a questionnaire to obtain answers from respondents, so this research is a quantitative study. Respondents in this study were employees of the An Ni'mah Wangon Regional General Hospital who were permanent employees and did not belong to the nutrition and security services division. The sample used in this study was 100 employees who were then analyzed using Partial Least Square (PLS) analysis.

Human Resource Management

Human resource management functions to manage the individuals needed by the organization in achieving organizational goals. (Cherrington & David, 1995) states that the human resources department is responsible for the company's activities by carrying out its functions. Human resource functions include employee training and development, compensation, and work environment. The HRM function will contribute optimally and be able to achieve organizational goals properly and on target.

Organizational Commitment

Mowday, Porter, and Steers (1982) say that employees who have high organizational commitment will be more motivated to be present in the organization and try to achieve organizational goals. Steers (1977) states that commitment is related to the intention to stay in the organization but is not directly related to performance because performance is also related to motivation, role clarity, and employee abilities. Organizational commitment is the mature desire to remain a member of a particular organization (Bagis, et al., 2021). Organizational commitment is

the level of employee involvement and identification with the organization where he works. (Bagis, et al., 2021). Organizational commitment often referred to as work commitment, is the ability and willingness of an employee to align his behavior with the needs, priorities, and goals of the organization. This includes ways of developing goals or meeting organizational needs that essentially place the organization's mission above self-interest.

Training and Development

One part of HRM practice is training and development. Training and development refer to the level of training received by employees to develop their skills from the organization (Delery & Doty, 1996). Training is a process to increase knowledge and skills to be able to perform certain tasks (Suifan, 2015), and (Mondy, 2010) defines training as an activity designed to provide students with the knowledge and skills needed for their current job. Training is useful for providing job-related knowledge and skills to change employee behavior (Werner & Desimone, 2011). While development is preparing employees to stay in line with organizational changes and growth. Required training and development for both employees and organizational leaders. (Fuji & Noelle, 2019) states that training is one way to motivate employees to stay in the organization.

Work Environment

According to (Jain & Kaur, 2014) the work environment can be defined as the environment in which people work. A very broad category that combines the physical landscape (e.g. noise, equipment, heat), the basics of the job itself (e.g. workload, tasks, complexity) broad business features (e.g. culture, history), and even additional business background (e.g. regulatory industry, labor relations) (Darmawan et al., 2021). (Putra et al., 2020), distinguish between two types of work environment, namely; The physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. The non-physical work environment is all circumstances that occur and are related to work relationships, both relationships with superiors and with co-workers, or with subordinates.

Compensation.

Compensation (award) is a tool used by a leader to reward employee performance (Chelangat & Gachunga, 2016). Another definition of compensation is the financial and non-financial benefits received by employees through work relationships through the organization (Ahmed et al., 2012). With organizational commitment, employees are expected to make it easier for the company to achieve company goals. Someone who has worked together in a company/organization is often referred to as a human resource. The company/organization must give rights to members of the company/organization in the form of compensation or compensation. Everything that employees receive from the company is called compensation (Bagis et al., 2020).

3. Results and Discussion

Results

Reliability and Validity

The analysis used in this study is PLS, with the number of respondents being 100 employees of An Ni'mah Wangon General Hospital. The calculations were carried out twice, and in the first

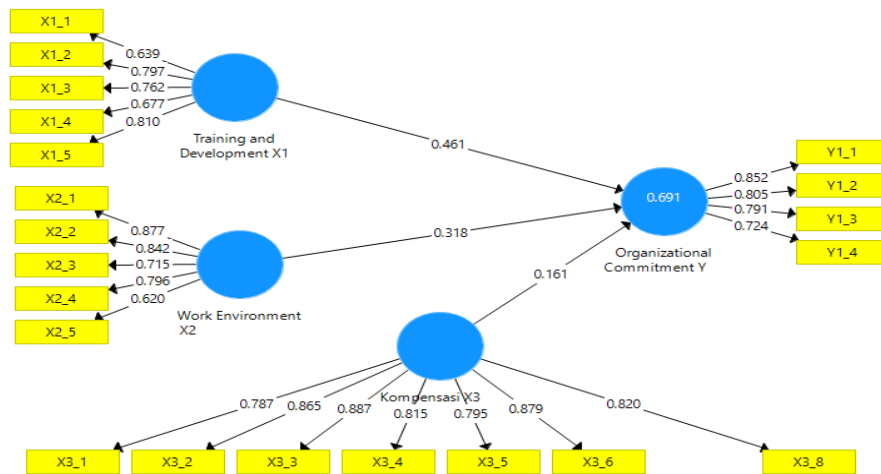
round, the convergent validity (loading factor) table contained an indicator that had a value less than 0.50 so it was removed from the model and not analyzed further for the second round. In the second round of convergent validity, the loading factor value is above 0.5 - 0.6 so that it is sufficient to meet the initial stages of developing a measurement scale, and the conclusion is a valid model. The calculation results also show that the composite reliability value is greater than 0.70 so that it meets the reliability requirements.

Table 1. Validity and Reliability Test

	Composite Reliability	Average Variance Extracted (AVE)
Organizational Commitment	0.942	0.700
Training and Development	0.872	0.631
Work Environment	0.857	0.547
Compensation	0.881	0.601

Structural Model Analysis

The results of the PLS analysis related to the influence of human resource management on organizational commitment, and the variables used in this study were training and development, work environment, and compensation, indicating that the R² value was 0.691. It shows that 69.1% of the variability in the construction of organizational commitment is influenced by training and development, work environment, and compensation.



The calculation shows that the function of human resource management affects organizational commitment. The management functions included in this research are training and development, work environment, and compensation.

The relationship between each variable is shown in table 2. Based on the calculation of the original sample value, which leads to a positive or negative effect that shows the relationship between variables.

Table 2. Parameter Coefficient and Statistical Value

	Original Sample	Sample Mean	Standar Deviation	T Statistics	P Value
Training and Development => Organizational Commitment	0.461	0.454	0.109	4.243	0.000
Work Environment => Organizational Commitment	0.318	0.321	0.076	4.175	0.000
Compensation => Organizational Commitment	0.161	0.168	0.094	1.713	0.087

The relationship between variables is shown in the results of the study, there are positive and negative directions. This direction can be seen from the value of the original sample which shows positive results. The table above also shows that training and development has a significant effect on organizational commitment, so the second hypothesis which states that training and development affect organizational commitment is supported. The results of the analysis also show that the work environment has a significant influence on organizational commitment. And the third hypothesis which states that the work environment affects organizational commitment is supported. The results are different for the compensation variable, P values > 0.05 so the fourth hypothesis which states that compensation affects organizational commitment is not supported.

Discussion

The results of the analysis show the acceptance of the first hypothesis. human resource management is the process of regulating human resources starting from selection, recruitment, training, development, compensation, and employee performance appraisal that supports human resources so that it has a good impact on company goals. In addition, human resource management is the process of maintaining competent people or individuals required by the organization.

Armstrong (1998) views human resource management as an approach to human management, which is based on three basic principles. First, human resources are the most important asset owned by an organization, while effective management is the key to organizational success. Second, success can be easily achieved if the rules and procedures that relate to people from the company are related to each other, and provide participation in the achievement of company goals and strategic planning. Third, the culture and values of the company are interrelated and have a great influence on the best results.

The management of RSU An Ni'mah must pay attention to employee training and development. Availability of training as support from leaders makes them more committed to their organization. A significant positive relationship was also reported between training and development on organizational commitment. The results showed that the perception of employees, current management strongly supports the training program, affects employee attitudes and their participation in training. Training and development have a significant impact on organizational commitment. The prospect of training and development implemented at RSU An Ni'mah Wagon helps to increase organizational commitment among its employees. The results of this study are in line with research conducted by (Pangemanan, 2015) that training and development support the creation of organizational commitment.

The work environment can be assessed from several things, namely involvement, team cohesion, supervisor support, task orientation, work pressure, autonomy, clarity, innovation, physical comfort, and managerial control. RSU An Ni'mah must be able to provide full support to the work environment to support employees while working. When employees feel that the ideal criteria for their work environment are met, employees will work much better. The suitability of the work environment with what is expected can support the desire to survive and continue to contribute best to the organization. The same result was obtained in the research of (Darmawan et al., 2021) which stated that the work environment affected organizational commitment.

Research by (Kashefi et al., 2013) showed that high organizational commitment was associated with a significant and positive effect on performance, and (Mathis & J, 2010) revealed the same findings. Employees who have a high commitment and positive attitude towards organizational goals will tend to have a stronger desire to work and contribute to the achievement of organizational goals.

Different things are obtained from the results of this study, compensation does not support the organizational commitment of the employees of An Ni'mah Wangon General Hospital. This is very interesting because the RSU employees, most of whom are nurses, have been working with sincerity in serving patients. And they work not only expecting rewards and not only in exchange for nominal or several rewards. The attitude of the RSU employees is very beneficial for the management because they already have employees who work with a high commitment to providing optimal service to hospital patients.

4. Conclusion

From the results of PLS analysis, The following conclusions can be drawn:

- 1) The results of the analysis show the acceptance of Human resource management influences organizational commitment.
- 2) Training and development has a significant effect on organizational commitment, so the second hypothesis which states that training and development affect organizational commitment is supported.
- 3) The work environment has a significant influence on organizational commitment. And the third hypothesis which states that the work environment affects organizational commitment is supported.
- 4) The compensation variable, the fourth hypothesis which states that compensation affects organizational commitment is not supported.

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