



Research Article

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Increasing OSH, Work Motivation, Employee Performance and Organizational Commitment of Hospital Employees

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Abstract

Empirically proving the effect of occupational safety and health (OSH), work motivation, and organizational commitment on employee performance is the aim of this study. The general hospital employees of the Lamandau area are the population in this study. The sample of this research is 100 respondents. Determination of the sample of this research is by purposive sampling. Multiple linear analysis with SPSS 22 program is the analytical tool. Sobel test is also used to determine and analyze the effect of mediation. The results showed that organizational commitment was not influenced by OSH. Work motivation significantly affects on organizational commitment. The other findings, OSH, work motivation, and organizational commitment significantly affect on employee performance. Organizational commitment did not mediate the effect of OSH on employee performance, organizational commitment mediates the effect of motivation work on employee performance. This research has theoretical and managerial implications.

Keywords: occupational safety and health (OSH), work motivation, organizational commitment, employee performance

1. Introduction

These days business organizations are in an uncertain environment. Change happens very fast. This situation is mainly triggered by the rapid development of technology and information. To survive, an organization must have superior resources. Human resources as one of the organizational resources have an important role in achieving organizational excellence. The advantages that come from HR are intangible so that these advantages will be difficult to imitate by competitors. One indicator of HR excellence can be measured by its work output. In this context work output can be called performance of employee. Performance is the result of work from work expressed in quantity and quality of employees. The success of an organization will be largely determined by the performance of

its employees. Thus, improving employee performance is one of the strategic steps to achieve organizational goals.

From the theory and reviews of previous research results, improving employee performance can be done by improving occupational health and safety (OSH), work motivation and employee organizational commitment or desired to achieve profits. OSH is one of the efforts to ensure the needs of employees in terms of occupational health and safety. OSH is one of the factors that must be done at work. Good OSH will be able to better guarantee the physical and spiritual health and safety of the organization's employees. Physically and mentally healthy is the main capital for employees to be able to work comfortably. Thus the performance of employees will be easier to improve. The indications support the research findings of Widyaningrum, et al. (2022), Taufiqqurachman, et al. (2021), Akbar and Kustini (2021), and Marom & Sunuharyo (2018) that employee performance is influenced by employee OHS. However, there are differences in the results of research regarding this relationship. Riptono, et al. (2018) found research results that employee performance is not influenced by OSH.

In addition to OSH, work motivation is also one of the variables that affect employee performance. Every employee is expected to have high work spirit and motivation. Work motivation is defined as the desire or expectation of a person who gives rise to the desire or urge to work optimally to complete responsibilities to the organization or company. Motivation is a person's psychological support to do something to get his goal. Researches that were conducted by Ingsih, et al. (2021a), Efendi, et al. (2020), Sudiardhita, et al. (2018), provide support that employee performance is influenced by work motivation. However, the research results of Shahzadi et al. (2014) found evidence of different results. Employee performance is not influenced by work motivation.

Employee organizational commitment is also believed to be one of the important factors to improve employee performance. Organizational commitment plays an important role in knowing whether an employee will survive and work hard for the organization. Organizational commitment can grow due to a sense of being emotionally attached to the organization, organizational values and the willingness of someone who comes from himself to serve the organization. Organizational commitment is also the involvement and identification of an individual who tends to be strong in the organization. The better the employee's commitment, the better the employee's performance. Research conducted by Ingsih, et al. (2021b), Muis et al. (2018), Vipraprasta and Yuesti (2018), Naveed (2014), Tolentino (2013), Memari (2013), Brown et al. (2011) provide support for this effect. Hidayati and Rahmawati (2016) found that organizational commitment did not affect on employee performance.

The gap in the results of this study indicates that the relationship between these variables is important for further investigation. It is important for further research to be carried out to provide a clearer picture of the relationship between the variables above. This study examines the effect of OSH, work motivation and organizational commitment on employee performance.

2. Theoretical Review

Motivation is something that encourages someone to do certain activities. Motivation as a motivating factor for someone to do something. In general, these supporting factors are the desires and needs of a person. In this case, everyone has a different mental process with different wants and needs. This mental process is the perception and view of one's self which is basically a process to understand the circumstances and conditions in the surrounding environment for everything that is seen and felt. Regarding motivation, there are several theories that underlie it.

According to Maslow's theory (1943), humans basically have five hierarchies of needs, namely: physiological needs, needs of safety, needs of love, needs of esteem, and self-actualization. Psychological needs are the needs to survive. These needs consist of the need for food, drink, air, shelter and others. This need encourages someone to behave more actively at work. Safety and security needs are a person's need to be free from dangers that threaten while doing work. This need

refers to the integrity of mental security when doing work in the workplace. Affiliation or acceptance needs include feelings of love, being loved, and accepted in one's work environment. Literally humans need other people, live in groups, and cannot live alone. Esteem or status needs are needs that describe strong prestige and are related to self-esteem. Self-actualization is a person's peak need. This need is the overall embodiment of one's potential.

Herzberg's (1959) theory introduced a two-factor model of motivation. Both are motivational factors and hygiene factors. While McClelland's (1961) theory is popular as the need for achievement theory (N.Ach). There are differences in motivation for someone who is adjusted to the strength of each need. Theory X and Theory Y according to Gregor (1966) postulate that according to theory X, everyone in the world prefers to be lazy, they work to earn money only so it is not worthy to be trusted. While the theory Y view believes that everyone is really working to get something more than money, meaning not just getting money so it deserves to be trusted. ERG theory by Alderfer (1969). ERG is an acronym for E = existence, R = relatedness and G = growth. Existence is the need to live with the hygienic and physiological elements of a person. Relatedness is the need for good social relationships and working with others. Growth is a need that comes from within a person in the form of a willingness to develop and develop himself.

Every organization certainly wants human resources who can work optimally to support the achievement of organizational goals effectively and efficiently. Improving OSH is one of the most important things for the organization to do. OSH is the prevention of accidents at work or illness caused while working. Improvements in OHS will provide protection to the workforce which can increase the efficiency and productivity of the organization. The higher the OSH provided by the organization, the higher the employee's commitment, the higher the employee's performance. This indication is in accordance with the research findings of Taufiqqurachman, et al. (2021) and Akbar and Kustini (2021) that OSH has an effect on organizational commitment and employee performance. From the description above, the research hypothesis is as follows:

H₁: OSH positively affects on organizational commitment.

H₂: OSH positively affects on employee performance.

Work motivation is an important factor in efforts to improve employee performance. If an employee does not have the motivation and enthusiasm to work, it can have an impact on work results. Furthermore, this situation will affect the achievement of organizational goals. Motivation can come from the individual employee himself or his environment. With high work motivation, employees will be enthusiastic and carry out every work activity optimally to achieve organizational goals. Therefore, the high work motivation of employees increases employee commitment and employee performance. This argument supports research findings of Ingsih, et al. (2021a), Efendi, et al. (2020), Sudiardhita, et al. (2018), stating that work motivation has an effect on organizational commitment and employee performance. From the description above, the research hypothesis is:

H₃: Work motivation positively affects on organizational commitment.

H₄: Work motivation positively affect on employee performance.

Organizational commitment is an attitude of an employee who dedicates himself to an organization as a form of loyalty to the organization. Without commitment from employees to the organization, an employee will easily leave the organization. Therefore, high commitment is needed by the organization. Employees with high commitment will feel at home in the organization. It will show better performance. Thus it is concluded that the higher the employee's commitment, the higher the employee's performance. This is in accordance with research findings from Ingsih, et al. (2021b), Vipraprasta and Yuesti (2018) which states that employee commitment affects employee performance. From the description above, the research hypothesis:

H₅: Work motivation positively affects on organizational commitment.

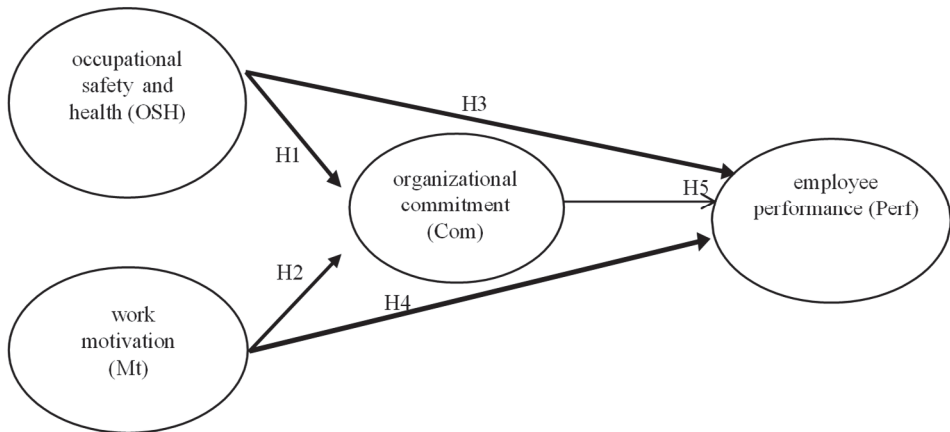


Figure 1: Research framework

3. Method

In this study, the population was all employees of the Lamandau Hospital, amounting to 282 people. The sampling technique used is purposive sampling, namely the technique to determine the research sample with certain considerations. The aim is that the data obtained is more representative. In this research used quantitative causality study. This quantitative data will be calculated using a Likert scale. Data sources have an important role in research because data sources can be used as a reference to find all information related to the research conducted. In this study, data sources were collected directly through the distribution of questionnaires and interviews. Indirectly, researchers collect information through archives. Data analysis was carried out using the Statistical Package for Social Science (SPSS) 22.

4. Results and Discussion

From gender, it is known that most of the respondents as much as 74% are female. While male respondents were 26%. This shows that currently there are more female employees than male employees because many women are placed in medical and non-medical services. Based on the data obtained, it shows that most of the employees of the general hospital in the Lamandau area have an age range between 21 years and 30 years, which is 65%. Almost all employees are basically in the productive age. Based on employment status data, as many as 67% of people are medical personnel and 33% of the total respondents are non-medical personnel. Based on the respondent's tenure, 60% of employees who have worked for 1 to 5 years, 37% of employees who have worked more than five years and the other 3% are employees who have worked more than 10 years. From the data above, it can be concluded that there are more employees who are relatively new working at RSUD Lamandau. All instruments in the questionnaire were declared valid so that further analysis could be carried out. Likewise with the reliability test, all variables are declared reliable, it is proven that the results of Cronbach's alpha value, all research instruments are greater than 0.60. In addition, this study also passed the tests for normality, multicollinearity and heteroscedasticity.

Table 1: Research result 1

Variable	Unstandardized		Standardized	t	Sig.
	β	Error	B		
1 (Constant)	3.557	1.051		3.384	.001
OSH	.061	.089	.091	.681	.497
Mt	.364	.081	.603	4.508	.000

a. Dependent variable: com.

Source: primary data processed in 2022

The linear equation between OSH and work motivation on organizational commitment on the basis of multiple regression results is as follows:

$$Y = a + 0.091 \text{ OSH} + 0.603 \text{ Mt} + e_1$$

Table 2: Research result 2

Variable	Unstandardized		Standardized	t	Sig.
	β	Error	B		
1 (Constant)	-1.300	.552		-2.354	.021
OSH	.403	.044	.388	9.068	.000
Mt	.102	.044	.109	2.317	.023
Com	.925	.050	.594	18.337	.000

a. Dependent variable: perf.

Source: primary data processed in 2022

The linear equation between OSH and work motivation on employee performance on the basis of multiple regression results is as follows:

$$Y = a + 0.388 \text{ OSH} + 0.109 \text{ Mt} + 0.594 \text{ com} + e_2$$

Table 3: Result of Simultaneous Test 1

Model	Σ of Squares	df	Mean Square	F	Sig.
1 Regression	151.830	2	75.915	41.773	.000 ^b
Residual	176.280	97	1.817		
Total	328.110	99			

a. Dependent variable: com.

b. Predictors: (Constant), Mt, OSH

Source: primary data processed in 2022

Table 4: Result of Simultaneous Test 2

Model	Σ of Squares	df	Mean Square	F	Sig.
1 Regression	752.471	3	250.824	558.821	.000 ^b
Residual	43.089	96	.449		
Total	795.560	99			

a. Dependent variable: perf.

b. Predictors: (Constant), com, OSH, Mt

Source: primary data processed in 2022

Table 4 shows that OSH, work motivation and organizational commitment jointly affect employee performance.

Table 5: Result of Partial Test of Model 1

Variable	Unstandardized		Standardized	t	Sig.
	β	Error	B		
(Constant)	3.557	1.051		3.384	.001
OSH	.061	.089	.091	.681	.497
Mt	.364	.081	.603	4.508	.000

a. Dependent variable: com.

Source: primary data processed (2022)

Table 6: Result of Partial Test of Model 2

Variable	Unstandardized		Standardized	t	Sig.
	B	Error	B		
1 (Constant)	-1.300	.552		-2.354	.021
OSH	.403	.044	.388	9.068	.000
Mt	.102	.044	.109	2.317	.023
Com	.925	.050	.594	18.337	.000

a. Dependent variable: perf.

Source: primary data processed (2022)

Table 7: Result of Determination Test of Model 1

Model	R	R ²	Adjusted R ²	Error
1	.680 ^a	.463	.452	1.34808

a. Predictors: (constant), Mt, OSH

b. Dependent variable: com.

Source: primary data processed (2022)

Table 8: Result of Determination Test of Model 2

Model	R	R ²	Adjusted R ²	Error
1	.973 ^a	.946	.944	.66996

a. Predictors: (constant), com, OSH, Mt

b. Dependent variable: perf.

Source: primary data processed (2022)

Sobel test was used to determine the effect of the mediating variable, namely organizational commitment on the relationship between OSH and motivation on employee performance. If the Sobel test value is greater than the critical ratio of 1.96, it can be said that organizational commitment can mediate.

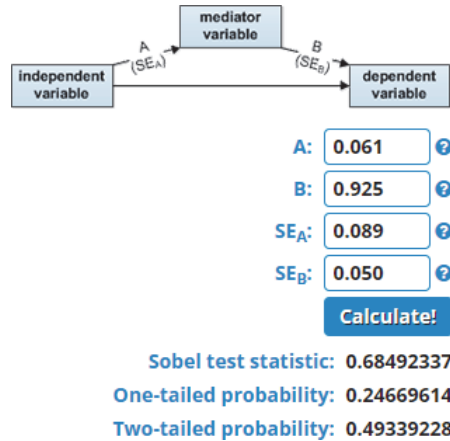


Figure 2: Sobel test model 1
Source: primary data processed (2022)

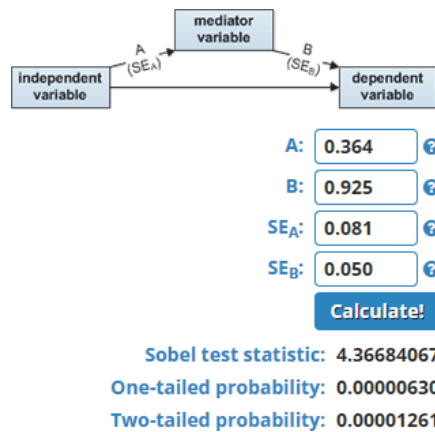


Figure 3: Sobel test model 2
Source: primary data processed (2022)

The test results show that organizational commitment is influenced by work motivation. This means that the better the work motivation of the employees, the better the organizational commitment of the employees of the Lamandau Hospital. The findings support the researches conducted by Ingsih, et al. (2021a), Efendi, et al. (2020), Sudiardhita, et al. (2018), that organizational commitment is influenced by work motivation.

Other findings show that OSH has a significant positive effect on employee performance. It is known from the results of t arithmetic 9.068 which is greater than t table 1.985 with sig. 0.000 is less than 0.05. This means that the better the OSH, the better the level of employee performance at the Lamandau Hospital. Improvements made by the hospital by equipping personal protective equipment, providing health facilities make employees feel free and comfortable when doing work. The existence of more attention from hospitals by providing health needs to employees will have a positive impact on employee performance. The results support previous researches by Taufiqqurachman, et al. (2021) and Akbar and Kustini (2021) which state that OSH has a significant

positive effect on employee performance.

Another finding is that work motivation has a significant positive effect on employee performance. The results of the t-test obtained t-count 2.317 which is greater than t-table 1.985 with a sig level of 0.023 less than 0.05. It means that the better the work motivation given by the hospital, the better the performance of the employees of the Lamandau Hospital. This finding is in line with the results of researches by Ingsih, et al. (2021a), Efendi, et al. (2020), Sudiardhita, et al. (2018), stating that work motivation positively affects on employee performance.

The next research finding is that employee performance is influenced by organizational commitment. This means that the higher the organizational commitment, the higher the performance of the employees of the Lamandau Hospital. The findings support the results of researches conducted by Ingsih, et al. (2021b), Vipraprasta and Yuesti (2018) which states that organizational commitment has a significant effect on employee performance.

From the Sobel test, it is known that organizational commitment does not mediate the effect of OSH on employee performance. This can be seen from the direct effect of OSH on employee performance of 9,068, which is greater than the indirect effect through organizational commitment, which is 0.6849. In line with the rejection of hypothesis 1 which states that OSH does not affect organizational commitment and shows the value of a positive r square of 0.091. In other words, an increase in OSH by a hospital does not always guarantee an increase in employee commitment. This happens because based on observations in the field, even though the hospital provides good OSH equipment, the employees still consider discipline to be something that is not too much attention. It is known from the employees' answers regarding the punctuality of arriving and completing assignments and also the work of many employees who consider being late and not being on time a common thing. In fact, this reflects the low commitment of employees to the organization. This situation causes that employees consider attendance according to the rules and punctuality in completing work is a natural thing. This finding supports the results of research conducted by Dewi (2018) finding that organizational commitment did not mediate between OSH and employee performance.

Based on other Sobel test results, it is known that organizational commitment mediates the association between work motivation and employee performance. This means that the effect of motivation on employee performance can be through organizational commitment. Work motivation can increase if employees feel that the hospital cares and pays attention to every need of its employees, namely by building and providing opportunities for success for its employees as well as recognition for each of their work. Thus this situation will encourage employees to commit to the organization. Employees will show and be responsible for every job, work seriously and give maximum results. This finding supports the results of researches conducted by Sari et al (2020) showing that organizational commitment acts as a mediator of the association between work motivation and employee performance.

5. Conclusion

Conclusion of this study is that organizational commitment is influenced by work motivation, however, organizational commitment is not influenced by OSH. Meanwhile, employee performance is influenced by OSH, work motivation and organizational commitment. In addition, organizational commitment also acts as a mediator of the relationship between work motivation and employee performance. However, organizational commitment is not able to mediate the relationship of OSH on employee performance. The research implication is the importance of OSH, work motivation, and organizational commitment to improve the performance of employees of hospital. This practical implication is expected to be noticed by hospital managers. The theoretical implication of this research is that the results of this research support the association between the variables of this study. The limitation of this study is that the sample used in this study cannot be generalized to all hospital managers, because conditions vary from one hospital to another. Suggestions for future research are to further expand the research sample and use sample comparisons between countries.

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