

# EMPLOYEE INTEGRITY IN RUN ACCREDITATION STANDARDS IN THE HEALTH SERVICES INDUSTRY

Mohamad Reza Hilmy<sup>1</sup>, Tilda Andamsari<sup>2</sup>, Erlina Puspitaloka Mahadewi<sup>3</sup>, Djoko Roespinoedji<sup>4</sup>

## ABSTRACT

Fulfillment of Accreditation standards and the implementation of sustainability is needed so that hospitals provide services according to quality standards and patient safety. Monitoring is needed from management so that employees are motivated to implement Accreditation standards and are committed to running Accreditation standards. This study aims to obtain empirical evidence of the effect of supervision and motivation on post-accreditation employee commitment with employee satisfaction as an intervening variable. The research method uses quantitative methods with the type of causality. Data collected through surveys. The study was conducted at hospitals in the health service industry. Unit of analysis is the individual manager of the hospital unit. The number of samples is 180. Data analysis using Structural Equation Model (SEM). The results showed there was an influence of supervision, work motivation and job satisfaction on post-accreditation employee commitment simultaneously. Post-accreditation employee commitment is influenced by job satisfaction and work motivation. Work motivation influences job satisfaction, giving rise to post-accreditation employee commitment. Job satisfaction can be an intervening variable between work motivation and post-accreditation employee commitment. The findings of the study are post-accreditation employee commitment arising from work motivation so as to make employees satisfied at work. This fosters employees' dedication, integrity and sense of belonging to the importance of implementing Accreditation standards.

**Keywords:** supervision, work motivation, post-accreditation employee commitment, job satisfaction

## Background

Accreditation is an acknowledgment of the quality of hospital services, after an evaluation has been made that the hospital has met the accreditation standards. The Government has required that the Accreditation Survey be conducted at least every three years (GoI, 2009) including preparatory, implementation and post-accreditation activities. Post-accreditation activities in the form of a verification survey conducted by the Hospital Accreditation Commission (KARS) for two consecutive years after the implementation of the Accreditation. Hospitals that get Accreditation status determination, but at the time of the verification survey cannot maintain and or improve the quality of service, KARS can revoke its accreditation status.

In order for the verification survey to obtain good results and the status of the Accreditation to be maintained, the organization must implement Accreditation standards in providing services. Assessed through monitoring and documentation conducted by the head of the unit against the Accreditation standards as well as conducting SA (self assessment) of all Accreditation standards. Achievement of the value of SA (self assessment) in 2018 is still low. The average value of SA (self assessment) at X Hospital is 54.14%, far from the standard passing grade of > 80%.

Organizational commitment is an attitude that reflects employee loyalty to the organization and the ongoing process by which members of the organization express their concern for the organization and continued success. Organizational commitment is a condition where an employee sides with a particular organization, intending to maintain membership in the organization (Robbins & Judge, 2017).

---

<sup>1</sup>Esa Unggul University

[mohamad.reza@esaunggul.ac.id](mailto:mohamad.reza@esaunggul.ac.id)

Esa Unggul University

[tilda.andamsari@esaunggul.ac.id](mailto:tilda.andamsari@esaunggul.ac.id)

Esa Unggul University

[erlina.puspitaloka@esaunggul.ac.id](mailto:erlina.puspitaloka@esaunggul.ac.id)

Widyatama University

[djoko.roespinoedji@widyatama.ac.id](mailto:djoko.roespinoedji@widyatama.ac.id)

Post-accreditation employee commitment is the attitude of employees who show their readiness to run Accreditation standards even though the hospital has passed Accreditation. This commitment is needed so that hospitals continue to maintain and improve service quality in accordance with Accreditation standards.

Job satisfaction means the fulfillment of individual expectations of his work. The more expectations that are fulfilled, the higher the level of satisfaction. According to Robbin and Judge, job satisfaction is a general attitude towards one's work that shows the difference between the number of awards received and those that should be received (Robbins & Judge, 2006). Employees with high satisfaction attitude will look positively at their work, and vice versa employees with low satisfaction attitude will look negatively at their work (Kreitner & Kinicki, 2008).

RS X assesses employee satisfaction every six months by giving questionnaires to all permanent employees. Employee satisfaction rate in 2018 is 65.01%, this value is still low because it does not reach the standards set at Hospital X, which is > 80%. Low numbers are found in the welfare aspect.

According to Kreitner and Kinicki, increased work motivation can increase job satisfaction and will lead to high organizational commitment (Kreitner & Kinicki, 2008). In line with the research of Saufa et al. With the conclusion that job satisfaction can foster commitment to the organization (Saufa & Maryati, 2017), as well as the research of Akbar et al (Akbar, Hamid, & Djudi, 2016), Sisay et al (Sisay, 2017) and Kusrini et al (Kusrini, et al. Suriansyah, & Saleh, 2018) who get the same results.

Work motivation is a condition or action that encourages someone to do a job or activity as well as possible. An employee who has low motivation tends to display feelings of discomfort and displeasure with his work. A motivated employee will work with all his might to do his job well for the success of the organization (Sinambela & Sinambela, 2019). Research conducted by Lumintan has concluded that there is a positive influence of work motivation on affective and normative commitment, as well as a negative effect on continual commitment (Lumintan, 2016). Likewise, research conducted by Fatimah et al (Fatimah & Dewi, 2017) and Saeed et al (Saeed & Nasir, 2016) showed the same results.

The motivation of post-accreditation employees at RS X is still low, as seen from the lack of documentation of activities that have been scheduled according to Accreditation standards. This low motivation is due to the lack of supervision from superiors and the absence of performance appraisals conducted on employees.

In addition to motivation and job satisfaction, organizational commitment is influenced by supervision, according to research conducted by Indawati on teachers in private schools in Pontianak (Indawati, 2017). Supervision of the implementation of the Accreditation standard at Hospital X has not run optimally, as seen in the monitoring and evaluation reports of activities not routinely carried out, even though the program monitoring and evaluation report is one of the documents required in Accreditation.

The purpose of this study was to analyze the effect of supervision, work motivation and job satisfaction on the commitment of post-accreditation employees in Hospital X. The contribution of the study was taken into consideration by RS X to increase job satisfaction and commitment of post-accreditation employees.

## **Literature Review and Hypothesis Development**

### **Employee Commitment**

Based on Allen and Meyer's theory, commitment is reflected in three dimensions, namely affective commitment, normative commitment and continuance commitment, as follows (Meyer & Allen, 1997):

- a). Affective commitment, related to emotional, identification and involvement of employees in an organization. Affective commitment is the strength of one's desire to continue working in an organization due to its suitability and desires with organizational goals. This commitment is formed when employees want to be part of the organization because of emotional ties. So, employees stay in the organization because they have the same goals as the organization.
- b). Normative commitment, is the employee's feelings about the obligations that must be given to the organization. This commitment arises from the employee's self-values so that he remains a member of an organization because he has an awareness that commitment to the organization is something that must be done. So the employee lives in the organization because he feels obliged to do so.

- c). Continuance commitment, is an ongoing commitment that arises because the employee needs salary and other benefits, or because the employee does not find another job. So, employees remain in an organization because they need the organization. This can also be seen as a desire to remain in the organization due to cost considerations if employees leave the organization

### **Job satisfaction**

Based on the theory developed by Frederick Herzberg (Two-Factor Theory), two dimensions are obtained, namely (Kreitner & Kinicki, 2008):

- 1) Motivation factors, namely factors that cause employee satisfaction, including work performance, recognition, promotion opportunities and opportunities for personal development. The employer must ensure that the work is stimulating and beneficial so that employees are satisfied and motivated to work and do it harder and better. This theory emphasizes work enrichment so that it motivates employees. Jobs must make full use of their employees' skills and competencies. Focusing on motivational factors can improve quality work.
- 2) Hygienic factors, namely factors that tend to cause dissatisfaction, including salary, working conditions, company policy and administration, interpersonal relations, quality of supervision and security. Superiors must focus on ensuring the adequacy of hygiene factors to avoid employee dissatisfaction.

### **Work motivation**

Based on Mc Clelland's Needs Theory, motivation has three dimensions, namely (Kreitner & Kinicki, 2008):

- 1) Need for achievement (need for achievement), which is the drive to excel and outperform, achieve standards and strive hard to succeed. This need is a reflection of the drive for responsibility for problem solving. It is a necessity to do a better job than before and always wants to achieve better performance. Someone who has high achievement needs will tend to have the courage to take risks.
- 2) The need for power (need for power), namely the need to make others behave in such a way that they will not behave otherwise. Is a reflection of the drive to achieve authority to influence others.
- 3) Relationship needs (need for affiliation), namely the desire for friendly and intimate personal relationships. It is an encouragement to interact with others, be with other people and not do something that is detrimental to others.

### **Supervision**

In accordance with the theory of Hersey Blanchard, supervision activities carried out by a supervisor of the ranks below. This activity is not an easy job, supervision activities are supervising as well as guiding the people below them to be able to work in accordance with the standards set by the company (Hersey & Blanchard, 1980).

Here are some dimensions of supervision activities:

- 1) Research

A supervisor must conduct research on the situation of the company and also the employees under it. This supervision activity is intended so that superiors can formulate problems through existing data so that they can gather various facts and opinions for consideration. This supervision activity can be carried out with a variety of techniques, for example interview observation and questionnaires.

- 2) Rating

After successfully conducting research, superiors are required to conduct evaluations or assessments cooperatively with the employees below them.

The evaluation activities include:

- a) Together looking for positive aspects of goodness and progress that has been achieved
- b) Together reviewing negative aspects in the form of weaknesses, shortcomings, or obstacles that still exist
- c) Together analyze the causes of weaknesses, deficiencies or obstacles



3) Repair

The evaluation phase allows superiors to know what are the weaknesses and strengths in past activities. Through this, superiors can make improvements aimed at getting better results in the future.

**Research Model**

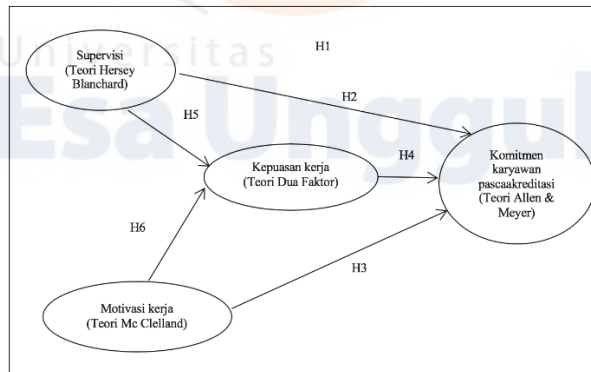


Figure 1. Research Model

**Hypothesis Development**

- H1: There is an influence of supervision, work motivation, job satisfaction on post-accreditation employee commitment.
- H2: There is an effect of supervision on post-accreditation employee commitment.
- H3: There is an influence of work motivation on post-accreditation employee commitment.
- H4: There is an effect of job satisfaction on post-accreditation employee commitment.
- H5: There is the effect of supervision on job satisfaction.
- H6: There is an influence of work motivation on job satisfaction.

**Method**

The research design uses quantitative associative with its type of causality. The analysis uses a multivariate analysis model. The data source is primary data obtained from a questionnaire distributed to 180 respondents. The unit of analysis is the individual manager of the hospital unit. Horizon of time using one shot study. Data analysis using Structural Equation Modeling (SEM).

**Result**

**Demographic Respondent**

**Table 1. Characteristics of Respondents**

Characteristic	Amount	Prosentase (%)
<b>Sex</b>		
Male	29	16
Female	151	84
<b>Age</b>		
30 – 35	12	7
>35 – 40	138	77
>40 tahun	30	16
<b>Education</b>		
D3	150	83
S1	30	17
S2	0	0
<b>Length of Work</b>		
	12	7

Characteristic	Amount	Prosentase (%)
<5	88	49
5-10	80	44
>10		

Source: processed data 2019

#### Deskripsi variabel

Respondents' description of the variables of supervision, work motivation, job satisfaction and post-accreditation employee commitment are illustrated in the table below.

**Table 2. Matrix of Respondents Response Based on Three Box Method Index**

Variable	Position of Respondents'			Perilaku
	Responses			
	Low	Medium	High	
Supervisi			*	Routine
Work Motivation			*	Spirit
Job Satisfaction		*		Independent
Post accreditation employee commitment		*		Subjective

Source: processed data 2019

Respondents' responses to the post-accreditation employee satisfaction and commitment variables are in the medium category. Staff as a whole have not felt satisfaction in career opportunities and opportunities given by companies to develop their potential and provide bonuses and incentives because they are not in line with expectations. This is reflected in the response of respondents to moderate job satisfaction, it can be explained that job satisfaction has an independent behavior. While the respondent's response to the commitment of post-accreditation employees is moderate, this shows that the commitment of post-accreditation employees has subjective behavior, where employees are committed because there are expectations of the organization.

#### Data Analysis

Of the total 73 statements in the questionnaire, each indicator that has more than 1 statement is averaged first. After being processed using SEM, the data obtained are good, the results of the suitability test show that the minimum goodness of fit criteria that meet the cut-off value. shown in the following table:

**Table 3. Goodness of Fit (GOF)**

Goodness of fit	Criteria	Value	Description
CMIN/ DF	$\leq 2,00$	1,048	Good Fit
P- level	$P > 0,05$	0,319	Good Fit
RMSEA	$\leq 0,08$	0,016	Good Fit
IFI	$\geq 0,90$	0,944	Good Fit
TLI	$\geq 0,90$	0,906	Good Fit

<i>Goodness of fit</i>	<b>Criteria</b>	<b>Value</b>	<b>Description</b>
CFI	≥ 0,90	0,924	<i>Good Fit</i>

Source : output SEM

**Hypothesis test**

**a. Simultaneous Test**

In the measurement model test results obtained Chi-square of 179.151, degrees of freedom of 171 and probability level of 0.319 > 0.05, this indicates that Hypothesis 1 is accepted

**b. Partial Test**

Testing the empirical model is done by testing the hypotheses developed from the model. If the value of the critical ratio (CR) > 1.96 and p-value < 0.05 then reject H0 and accept H0 if the value of the critical ratio < 1.96 and p-value > 0.05. The results of testing the hypothesis through the SEM method are presented in the following table:

**Table 4. Regression Weight**  
 (Group number 1 – Default model)

<b>Variabel</b>		<b>Variabel</b>	<b>CR</b>	<b>P</b>	<b>Ket</b>
Supervisi	-->	Commitment	2,876	.004	(H2) Accepted
Motivation	-->	Commitment	-	***	(H3) Accepted
Satisfaction	-->	Commitment	3,994	***	(H4) Accepted
Supervisi	-->	Commitment	-	***	(H5) Accepted
Motivation	-->	Commitment	5,204	***	(H6) Accepted

Source: output SEM

**Intervening Test**

The results of the intervening test through the SEM method can be seen in Tables 5 and 6 below:

**Tabel 5. Standardized Direct Effects**  
 (Group number 1 - Default model)

	Supervisi	Motivation	Satisfaction
Satisfaction	-.462	.744	.000
Commitment	.934	-.908	1.697

Source: output SEM

**Tabel 6. Standardized Indirect Effects**  
 (Group number 1 - Default model)

	Supervisi	Motivation	Satisfaction
Satisfaction	.000	.000	.000
Commitment	-.784	1.262	.000

Source:: output SEM



The estimated value of the indirect effect of supervision on post-accreditation employee commitments of -0.784 is smaller than the estimated value of direct influence, amounting to 0.934. So it can be concluded that job satisfaction cannot be a variable between supervision and commitment of post-accreditation employees.

The estimated value of the indirect effect of work motivation on post-accreditation employee commitment of 1.262 is greater than the direct effect of -0.908. So it can be concluded that job satisfaction can be a variable between work motivation and post-accreditation employee commitment.

## **Discussion**

### **Hypothesis 1: There is an effect of supervision, work motivation and job satisfaction on post-accreditation employee commitment**

Based on statistical tests it was found that H1 was accepted, namely there was an influence of supervision, work motivation and job satisfaction on post-accreditation employee commitment.

The achievement of post-accreditation employee commitment is influenced by job satisfaction, work motivation and supervision. Post-accreditation employee commitment is created because of job satisfaction that is built from motivation and supervision simultaneously. Supervision carried out by superiors according to the needs and readiness of the unit will build work motivation so that job satisfaction will be created which will ultimately foster the commitment of post-accreditation employees.

These results support the commitment theory of Allen and Meyer (1997) arguing that commitment means strong acceptance from the individual towards the goals and values of the organization, and individuals strive and work and have a strong desire to remain in the organization. Affective commitment is formed from organizational characteristics, individual characteristics of employees and work experience of employees. Normative commitment is formed from several things, namely from a number of pressures felt by employees from the moment they joined the organization, from something valuable received by employees from an organization that cannot be returned by employees, also formed from the trust between employees and the organization that each party will give each other reciprocally.

This is also consistent with the results of research conducted separately by Akbar et al, Kusrini et al, Suchyadi et al, Nurcahyani, Fatimah et al, and Indawati who mentioned that each variable of supervision, work motivation and job satisfaction positively affected employee commitment.

### **H2: There is an effect of supervision on post-accreditation employee commitment**

Based on statistical tests it was found that H2 was accepted, that there was a positive influence of supervision on post-accreditation employee commitment.

Supervision carried out by superiors to hospital staff X about the importance of continuing to run work standards according to Accreditation standards has a positive impact on post-accreditation employee commitment. Supervisor supervision of the implementation of Accreditation programs will increase the commitment of post-accreditation employees so that the Accreditation program can run according to the standards requested in SNARS edition 1 (National Accreditation Hospital Standard edition 1).

Hersey and Blanchard (1979) see supervision as an activity that plans, directs, guides, teaches, observes, encourages, improves, trusts and evaluates on an ongoing basis the members as a whole and continuously. In carrying out supervision, superiors must be able to position themselves according to the readiness and maturity of subordinates so that supervision activities can run effectively. The theory supports the results of this study, namely the proven influence of supervision on the commitment of post-accreditation employees.

The results of this study are in accordance with previous studies conducted by Kusrini et al. Conducted research on teachers in Banjarmasin and found that there was a positive influence of supervision of academic supervisors on teacher work commitments. Likewise, the results of research conducted by Indawati said there was an influence of academic supervision on teacher commitment.

### **Hypothesis 3: There is an influence of work motivation on post-accreditation commitment**

Based on statistical tests it was found that H1 was accepted, namely there was an influence of work motivation on post-accreditation employee commitment. Work motivation has a negative effect on post-accreditation employee commitment.

This is due to work motivation on employees that stands out is intrinsic motivation, namely achievement motivation, while extrinsic motivation is still low, and mutual respect and respect between staff or units is still objective so that it can reduce staff work motivation to commit to running post-accreditation standards. The respondent as head of the unit realizes that he is responsible for all officers to be able to carry out the Accreditation standard but still has not been able to positively influence the unit and exercise their authority so that there are subordinates who do not follow the directions and do not follow orders to carry out the Accreditation standard. This causes cooperation, interaction, adaptation, sincerity and mutual respect in carrying out Accreditation standards that have not been created properly in the unit.

According to Mc Clelland's theory, someone is motivated to do a job in accordance with the needs to be achieved. Motivation can come from within a person and from outside oneself. This research is supported by Mc Clelland's theory that a person's achievement motivation will decrease if not given a good, appropriate task, supervision and compensation.

The results of the above study are not in accordance with the results of previous studies conducted by Fatimah et al, which found that organizational commitment was influenced by achievement motivation. Lumintan also conducted a study of the effect of motivation on organizational commitment and the results show that there is a positive effect of motivation on organizational commitment.

### **Hypothesis 4: There is an effect of job satisfaction on post-accreditation employee commitment**

Based on statistical tests it was found that H1 was accepted, namely there was a positive effect of job satisfaction on post-accreditation employee commitment.

Employees have high hopes to be able to improve their career path if they are able to implement Accreditation standards. Every employee expects to get satisfaction from his place of work. Someone who is satisfied in his work will have commitment to the organization and high work participation, and will have a high attachment to the organization. When a person joins an organization, he brings a set of desires, needs, desires and past experiences that combine to form work expectations. Job satisfaction shows the match between expectations and the benefits provided by the job

According to Robbins & Judge (2006), job satisfaction is a general attitude towards one's work that shows the difference between the number of awards received and those that should be received (Robbins & Judge, 2006). Employees with high satisfaction attitude will look positively at their work, and vice versa employees with low satisfaction attitude will look negatively on their work (Saudi, 2018).

Research conducted by Akbar et al found that job satisfaction significantly affected organizational commitment. Saufa et al. Also conducted a study of the impact of job satisfaction in improving nurse performance with organizational commitment as an intervening variable that obtained job satisfaction as a significant positive effect on organizational commitment. Sisay's research also shows the same thing.

### **Hypothesis 5: There is the effect of supervision on job satisfaction**

Based on statistical tests it was found that H1 was accepted, namely there was the effect of supervision on job satisfaction. Supervision has a negative effect on job satisfaction.

This is because the respondent still does not feel his supervisor (in this case the Manager) supervises the implementation of Accreditation standards in the unit marked by the absence of regular supervisors visiting the unit. The supervisor also does not inform the unit's shortcomings and does not invite discussion if they encounter problems and find ways to overcome the deficiencies found in implementing accreditation standards.

Hersey and Blanchard (1979) see supervision as an activity that plans, directs, guides, teaches, observes, encourages, improves, trusts and evaluates on an ongoing basis the members as a whole and continuously. In carrying out supervision, superiors must be able to position themselves according to the readiness and maturity of subordinates so that supervision activities can run effectively.



The results of this study are not in accordance with previous studies conducted by Suchyadi et al. In which there is a positive relationship between the supervision of the principal and teacher satisfaction and teacher satisfaction can be improved through the supervision of the principal. While research conducted by Santoso et al on nurses found that there was a significant influence of supervision on nurse job satisfaction, so also research by Basri produced the same thing.

#### **Hypothesis 6: There is an influence of work motivation on job satisfaction**

Based on statistical tests it was found that H1 was accepted, namely there was a positive influence of work motivation on job satisfaction.

Employees who are serious about implementing Accreditation standards are given the opportunity to improve their careers. Employees who have high work motivation in implementing Accreditation standards in order to improve their career paths in hospitals. High work motivation is a form of job satisfaction felt by staff.

Work motivation can be interpreted as encouragement and enthusiasm that is the basis of someone in carrying out their duties, which can be assessed from self-development, recognition of work, appreciation, recognition of existence, cooperation, compliance and relationships with superiors, according to the motivation theory from Mc. Clelland (2004). High employee motivation will give satisfaction to the employee. In this study, the theory is proven to be the influence of work motivation on job satisfaction. Respondents in this study believe that with high work motivation, it can provide satisfaction in these staff.

The results of this study support previous research conducted by Nurcahyani et al. The results of motivation have a significant positive effect on job satisfaction. Stankovka et al also conducted with the result that there was a positive relationship between work motivation and job satisfaction among assistant professors, associate professors and professors. Research conducted by Saeed et al also found that there was a positive relationship between motivation and job satisfaction.

#### **Research Findings**

The findings of this study are post-meditation employee commitment influenced by job satisfaction and work motivation. Work motivation influences job satisfaction, giving rise to post-accreditation employee commitment.

#### **Conclusions and suggestions**

Based on the analysis conducted, the conclusions that can be made in this study are as follows:

1. Supervision, work motivation and job satisfaction simultaneously have a positive effect on post-accreditation employee commitment. Post-accreditation employee commitment is created because of job satisfaction that is built from motivation and supervision. Regular and effective supervision from superiors will encourage employee motivation to strive to show achievements in carrying out Accreditation standards, fulfilling employees' expectations to be given the opportunity to develop their careers with achievements that have been demonstrated in carrying out Accreditation standards will create commitment to employees that will feel loss if the Accreditation standard not achieved well.
2. Supervision has a positive effect on the commitment of post-accreditation employees because supervision is carried out routinely and effectively from superiors by revealing unit barriers in implementing Accreditation standards, evaluated and conveyed to staff to jointly overcome these obstacles will motivate employees to run Accreditation standards.
3. Work motivation has a negative effect on post-accreditation employee commitment. Employee motivation to excel shows that achievement in carrying out accreditation standards can decrease because mutual respect between units and fellow employees is reduced.
4. Job satisfaction has a positive influence on the commitment of post-accreditation employees. Job satisfaction is felt by employees when the company provides an opportunity to develop a career if it takes the Accreditation standard seriously. This is in accordance with the employee's commitment to feel a loss if Accreditation standards are not achieved properly. This shows that employees have high hopes to be able to improve their career path if Accreditation standards can be achieved properly.
5. Supervision has a negative influence on job satisfaction. Supervision that is routinely carried out by superiors has not caused satisfaction in employees because the bonuses or rewards given by the company when the Accreditation standard is achieved are

not in accordance with staff expectations. This means that effective supervision does not provide job satisfaction to staff. Job satisfaction is influenced by other factors such as giving awards or bonuses in accordance with staff expectations.

6. Work motivation has a positive effect on job satisfaction. The opportunity to enhance the career given by the company if it is truly in implementing Accreditation standards encourages employee motivation to strive to excel in carrying out Accreditation standards.

Based on the above it can be concluded that job satisfaction felt by employees will be a high thrust in the implementation of Accreditation standards in hospitals.

Researchers submit suggestions to RS X to give rewards according to the needs of employees and units when running Accreditation standards consistently. Involve the unit in monitoring implementation and follow-up, conducting self-assessments to assess the progress of the implementation of Accreditation standards together to evaluate the implementation of Accreditation standards.

The researcher expressed his highest thanks and appreciation to Dr. MF. Arrozi Adhikara, SE., MSi., Akt., CA. and Mohamad Reza Hilmy, SKM, MARS, PhD as supervisors, Dr., Hasyim, MM, Med as examiners and Dr. Rokiah Kusumapradja, SKM., MHA as Chair of the Master of Administration study program at the University Hospital of Esa Unggul, who has provided much support, assistance and motivation from the lecture began until the writing of this research.

## References

- [1] Akbar, F. U., Hamid, J., & Djudi, M. (2016). Pengaruh Kepuasan Kerja Terhadap Komitmen Organisasional Dan Kinerja Karyawan ( Studi pada Karyawan Tetap PG Kebon Agung Malang ). *Jurnal Administrasi Bisnis (JAB)*, 38(2), 79–88.
- [2] Fatimah, F. F., & Dewi, M. P. (2017). Pengaruh Persepsi Kompensasi dan Motivasi Berprestasi Terhadap Komitmen Organisasi Pada Multi Level Marketing Representatif. *Jurnal Psikologi*, 10(1), 57–63.
- [3] Hersey, P., & Blanchard, K. (1980). *Manajemen Perilaku Organisasi*. (A. Dharma, Ed.). Jakarta: Erlangga.
- [4] Indawati, S. W. (2017). Pengaruh Budaya Sekolah dan Supervisi Akademik terhadap Komitmen Guru Madrasah Ibtidaiyah Swasta Kecamatan Pontianak Barat. *Jurnal Pendidikan Dan Pembelajaran*, 6(5).
- [5] Kreitner, R., & Kinicki, A. (2008). *organizational behavior*. (J. Weimeister, Ed.) (eighth). new york: paul ducham.
- [6] Kusrini, L., Suriansyah, A., & Saleh, M. (2018). The Influence of Supevision of Academic Supervisor with Commitment and Work Motivation on Performance of Teachers of The State High School in Banjarmasin, Indonesia. *European Journal of Education Studies*, 5(7), 14–25. <https://doi.org/10.5281/zenodo.1494160>
- [7] Lumintan, C. (2016). Analisis Motivasi Kerja Karyawan terrhadap Komitmen Organisasional di Hotel Calista Beach Bau-Bau.
- [8] Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace : theory, research, and application*. Sage Publications.
- [9] Pemerintah RI, 2009. (2009). Undang-Undang Republik Indonesia Nomor 44 Tahun 2009 Tentang Rumah Sakit. *Jakarta*, (rumah sakit), 40. <https://doi.org/10.1017/CBO9781107415324.004>
- [10] Robbins, S. P., & Judge, T. A. (2006). *Perilaku organisasi*. Edisi Kespuluh. Jakarta: PT Indeks Kelompok Gramedia.
- [11] Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior*. (S. Wall, Ed.) (17th ed.). England: Pearson Education Limited.
- [12] Saeed, H. M. I., & Nasir, N. (2016). Work Environment on Job Satisfaction with mediating effect of Motivation among School Teachers in Lahore , Pakistan, 564(2015).
- [13] Saudi, M.H.M, Sinaga, O. Jabarullah, N.H., The Role of Renewable, Non-renewable Energy Consumption and Technology Innovation in Testing Environmental Kuznets Curve in Malaysia, *International Journal of Energy Economics and Policy*, 9(1):299-307, December 2018.
- [14] Saufa, J., & Maryati, T. (2017). Dampak Kepuasan Kerja dalam Peningkatan Kinerja Perawat dengan Komitmen Organisasi sebagai Variabel Intervening. *Jurnal Bisnis Teori Dan Implementasi*, 8(2), 200–213. [https://doi.org/10.13040/IJPSR.0975-8232.8\(12\).5315-19](https://doi.org/10.13040/IJPSR.0975-8232.8(12).5315-19)
- [15] Sinambela, L. P., & Sinambela, S. (2019). *Manajemen Kinerja* (1st ed.). Depok: PT RajaGrafindo Persada.
- [16] Sisay, E. (2017). Effect of Job Satisfaction on Organizational Commitment : Comparative Study on Academic and Supportive Staff of Wollega University , Nekemte Campus. *European Journal of Business and Management*, 9(16), 25–30.