

CHAPTER I INTRODUCTION

1.1 Object Overview

1.1.1 Company Profile



Figure 1. 1 Image of Raja Ahmad Tabib Provincial General Hospital

Source: Google Image from DISKOMINFO KEPRI (2021)

The Riau Islands Provincial Hospital was initiated by the Governor and Deputy Governor for the period 2005 – 2010 (Ismeth Abdullah and Muhammad Sani). The ground-breaking was carried out in 2007. Raja Ahmad Tabib Provincial General Hospital is one of the largest regional hospitals in Tanjungpinang, Riau Islands. The hospital, which is located in the Tanjungpinang Timur sub-district, is a hospital that is directed to become a class B education hospital and has been operating since February 29, 2012 (soft opening) based on the Hospital Operational Permit by the Riau Islands Provincial Health Office with Number 001/Dinkes/

II/Year 2013. The name of the hospital is taken from the name of a scholar and healer (doctor) named Raja Ahmad Thabib. The father was Raja Hasan the son of Raja Ali Haji. The mother was Queen Maimunah, the daughter of King Abdullah or al-Marhum Mursyid of the IXth Young Dipertuan of Riau-Lingga. Raja Ahmad Thabib was born in 1282H/1865M on the island of Penyengat Indera Sakti. Raja Ahmad Tabib is the 3rd (three) child of 12 (twelve) brothers. In 1301H/1883M King Ahmad Thabib received recognition as a healer (doctor) in Penyengat and began to become a particular (private) healer, and on 25 Rabiulawal 1319H/1901M became a royal physician and had the title Duli the Maha Mulia Sultan. (Pejabat Pengelola Informasi dan Dokumentasi Kepri, 2019)

Hospital Management has implemented a full Regional Public Service Agency since January 1, 2014 based on Governor's Regulation No. 1A of 2014 concerning Guidelines for Implementing Financial Management of Regional Public Service Bodies at the Regional General Hospital of Riau Islands Tanjungpinang Province. Raja Ahmad Tabib Provincial General Hospital Riau Islands Province is designed as a non-educational class B hospital, is a referral hospital from districts/cities throughout the Riau Islands Province and as an effort to anticipate the very rapid development of the Riau Islands Province in the last three years and in the next decade. As a tourism industry area and the centre of government, the establishment of the Provincial General Hospital is aimed at increasing the acceleration of the reduction in the Maternal Mortality Rate (MMR) and Infant Mortality Rate (IMR) in order to accelerate the achievement of the MDGs, improve public health insurance, especially for the poor, and provide comprehensive referral health services.

Raja Ahmad Tabib Hospital in Riau Islands Province as a provincial referral hospital which is the main referral centre for districts/cities throughout the Riau Islands province is expected to provide quality health services supported by modern services in terms of infrastructure, service procedures, and availability of personnel. One of them is through accreditation which reflects that the services provided to the community have been standardized and oriented towards improving quality and patient safety.

1.1.2 Vision and Mission

1. Vision

"The Realization of the Riau Archipelago as the mother of the Melayu Land of Prosperity, Noble Morals, Environmentally Friendly and Superior in the Maritime Sector"

2. Mission

"Improving health status, gender equality, handling poverty and People with Social Welfare Problems"

1.1.3 Organizational Structure

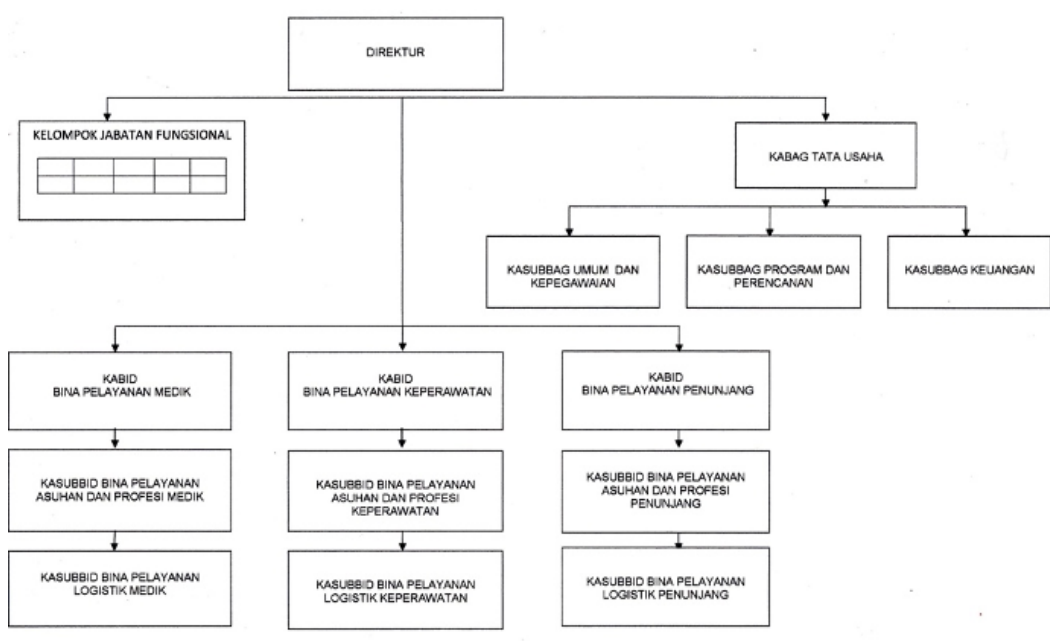


Figure 1. 2 Organizational Structure of Raja Ahmad Tabib Provincial General Hospital

Source: Internal Data of Finance Department Raja Ahmad Tabib Provincial General Hospital (2022)

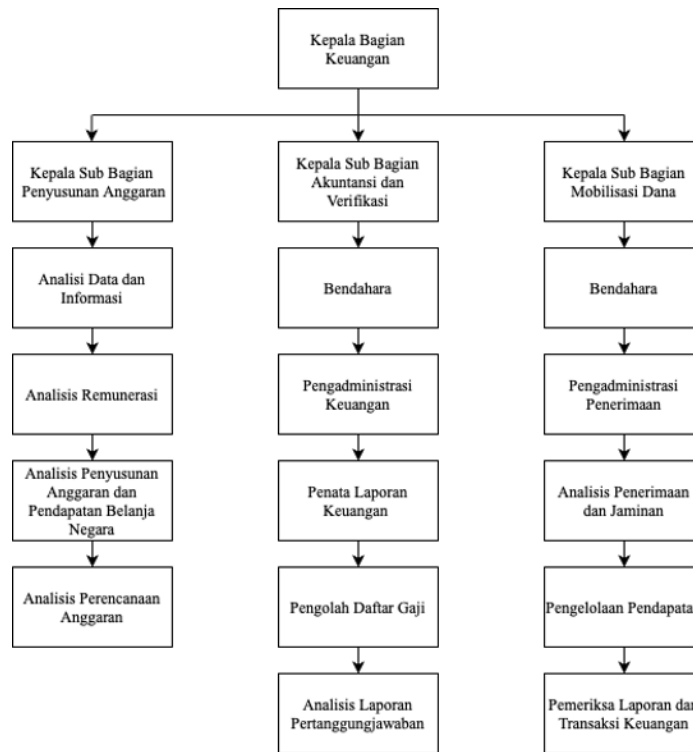


Figure 1. 3 Organizational Structure of Finance Department at Raja Ahmad Tabib Provincial General Hospital

Source: Internal Data of Finance Department Raja Ahmad Tabib Provincial General Hospital (2022)

1.2 Research Background

The purpose of the government's Health Building construction is to increase public awareness and ability of the importance of healthy living for everyone in order to achieve optimal public health status. To be able to realize this goal, it is necessary to have a role and quality of service that is good, effective, professionally ethical, and in accordance with quality standards. An organization, whether a company or an agency, in carrying out its activities requires human resources that support efforts to achieve goals that have been set by an organization or company. The guarantee of success is largely determined by the human resources who manage, control, and utilize their non-human resources. Therefore, the problem of employees is a big problem that must receive considerable attention for the company. The finance department office at the Raja Ahmad Tabib Provincial

General Hospital has the main task of managing the finances of every income and expenditure as well as activities within the company. To carry out these tasks, companies need good and high quality of human resources. According to Hasibuan (2019), human resource management is the science and art of managing the relationship and the role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society. In line with the explanation according to Ricardianto (2018:15) human resource management is a science or method of how to regulate the relationship and role of resources (labour) that are owned by individuals to the maximum so that (goals) together with the company, employees, and society are maximum.

According to Afandi (2018:83) performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics. Without qualified and competent human resources, the company will not have a progress. Various projections lead to human resources who are personable and consistent in their work. According to Mangkunegara (2017) who argues that employee performance is the result of a person's work in quality and quantity that has been achieved by employees in carrying out their duties according to the responsibilities given. Improved performance is something that is desired by both the employer and the workers. Employers want the performance of their employees both to increase work results and company profits. On the other hand, workers have an interest in self-development and job promotion. Human resources play a very important role, because the human factor determines the survival of a company. Improvement of individual and group performance can be used as an effort of attention in an effort to improve the performance of each individual and organization, therefore it is necessary to assess and evaluate the performance of each employee of the company.

Employee performance is a very important thing for hospitals to pay attention to. Based on the results of interviews conducted with Ms. Zila as Chair of the Finance Department of the Raja Ahmad Tabib Provincial General Hospital on July 20, 2022, employee performance is a very important thing that must always be

considered by every management for good service quality and does not decrease happening. Conducting employee performance appraisal is a form of measuring performance on each individual and to analyze the right placement for employees, including whether the employee has potential or not. The assessment is carried out so that it is also useful for further maximizing the work available to each employee. In assessing the performance of its employees, Raja Ahmad Tabib Provincial General Hospital uses a method by distributing an assessment form to the entire management of Raja Ahmad Tabib Provincial General Hospital. The assessment form is made in accordance with the reference standards for hospital accreditation in Indonesia. Raja Ahmad Tabib Provincial General Hospital has standard values for employee performance which are divided into five value categories, they are: very good (81-100), good (71-80), moderate (61-70), poor (51-60), and very poor (<50). The standard performance value of the Raja Ahmad Tabib Provincial General Hospital is presented in table 1.1 below:

Table 1. 1 Standard of Performance Value of Raja Ahmad Tabib Provincial General Hospital Employees

No	Score Percentage	Category
1	81-100	Very good
2	71-80	Good
3	61-70	Moderate
4	51-60	Poor
5	<50	Very Poor

Source: Human Resource of Raja Ahmad Tabib Provincial General Hospital (2022)

In an interview conducted with Ms. Zila as the Chair of the Finance Department of the Raja Ahmad Tabib Provincial General Hospital, there was a decline in employee performance at the financial department office during the period 2019-2021. Ms. Zila said it was a time when the covid pandemic occurred,

and there was overwhelming and unexpected work overload. From table 1.1 above, the authors include data on the results of employee performance assessments at the Financial Department Office at Raja Ahmad Tabib Provincial General Hospital during the 2019-2021 period. Data on the results of employee performance appraisals of the Financial Department Office at Raja Ahmad Tabib Provincial General Hospital are presented in table 1.2 below:

Table 1. 2 Employee Performances of Management of Raja Ahmad Tabib Provincial General Hospital, Riau Islands

No	Management Aspects (Administration Field)	Weight (%)	SCORING						Score
			2019		2020		2021		
			T	A	T	A	T	A	
1	General & Staffing	40%	53	75	167	240	109	154	70.34%
2	Programs & Planning	30%	177	251	104	146	177	247	71.13%
3	Finance	30%	92	133	161	235	143	211	68.48%
Weight Total		100%	Total Score						70%

Source: Human Resource of Raja Ahmad Tabib Provincial General Hospital (2019-2021)

It can be seen from table 1.2 that the performance of employees in the management of the Raja Ahmad Tabib Provincial General Hospital decreased in the financial office department which got the lowest score compared to the other management aspects. In the following table is a recapitulation of employee performance data at the office of the finance department of the Raja Ahmad Tabib Provincial General Hospital as follows:

Table 1. 3 Recapitulation of Employee Performances of Financial Department Office at Raja Ahmad Tabib Provincial General Hospital, Riau Islands

No	Year	Employee Performance
1	2019	69.17%
2	2020	68.51%
3	2021	67.77%
Total		68.48%

Source: Human Resource of Raja Ahmad Tabib Provincial General Hospital (2019-2021)

The author obtained data in the form of recap of employee performance values at the finance department of the Raja Ahmad Tabib Provincial General Hospital in the 2019-2021 period which is owned by the human resources department. The following is a data study with chart data:

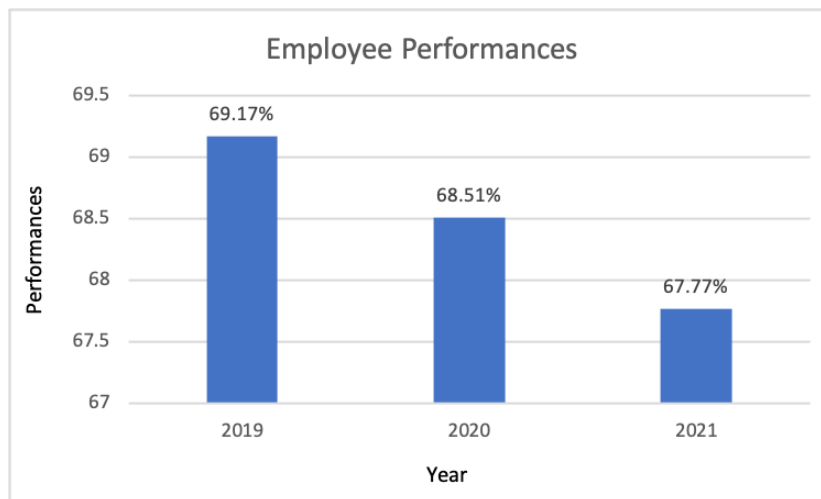


Figure 1. 4 Employee Performance of Financial Department Office

Source: Author's data processing process (2022)

Based on the chart above, it shows that employee performance has decreased for the last three years. Especially in 2020 and 2021 where the impact of the Covid-19 pandemic disaster. Based on an interview with Ms. Zila, the average

results of employee performance appraisals tend to be stable and average, but do not reach the value expected by the company. This can also be caused by the existence of work that is not proportional to the salary given. According to Sinambela (2018:527) one of the dimensions contained in employee performance is working quantity where it shows the large number of types of work carried out at one time so that efficiency and effectiveness can be carried out in according to agency goals. The indicators are speed and satisfaction. Research that conducted by Ramadhan, et al (2017), to produce good performance, it is necessary to pay attention to the organizational commitment of employees which reflects the attachment to the company, can meet organizational goals and maintain loyalty to the company. Employees who have high organizational commitment will improve their performance.

According to Priansa (2017:110) state that organizational commitment involves three attitudes, namely identification with company goals, feelings of involvement in company tasks, and feelings of loyalty to the company. This means that employees carry out their work such as work that is of personal interest and has a desire to always be loyal for the progress of the company. According to Kusumaputri (2018:62) indicators of strong or weak organizational commitment are seen when members show inappropriate work behaviour such as being lazy or other dysfunctions. On the other hand, good commitment is indicated by good discipline, good productivity and low absenteeism. Table 1.3 shows the data of attendance of financial employees in January – December 2021.

**Table 1. 4 Attendance Data of Employees in Financial Department
Office of Raja Ahmad Tabib Provincial General Hospital Period January –
December 2021**

Month	Number of Employees	Number of Absences	Absences Percentage
January	62	19	30.65%
February	62	16	25.81%
March	62	14	22.58%
April	62	12	19.35%
May	62	13	20.97%
June	62	10	16.13%
July	62	14	22.58%
August	62	13	20.97%
September	62	25	40.32%
October	61	17	27.42%
November	61	18	29.03%
December	61	13	20.97%
Total		184	\bar{x} 24.8%

Source: Internal data from Human Resource of Raja Ahmad Tabib Provincial General Hospital (2021)

Table 1.4 shows that in February there was a decrease in absenteeism by 4.84%, in March there was a decrease in absenteeism by 3.23%, in April there was also a decrease in absenteeism by 3.23%. Then in May there was an increase in absenteeism by 1.62%, then in June there was a decrease in absenteeism by 4.84%, and in July there was an increase in absenteeism by 6.45%. Followed by September, there was a drastic increase in absenteeism which reached 19.35%, then in October there was a decrease in absenteeism by 12.9%. Followed by an increase in absenteeism in November by 1.61%, and a fairly rapid decrease in absenteeism in

December by a figure of 8.06%. The average employee absenteeism in 2021 is 24.8%.

Absenteeism behaviour is included to the factors of organizational commitment that according to Mardiana & Syarif (2018), one of the factors of organizational commitment is the identification with organization. Identification with the organization is the acceptance of organizational goals, where this acceptance is the basis of organizational commitment. Employee identification is seen through the attitude of agreeing to organizational policies, the similarity of personal values and organizational values, a sense of pride in being part of the organization. If employees have a strong commitment to the company where they work, this shows that job satisfaction is fulfilled, which in turn can improve the performance in question and the implication is that it makes it easier to achieve the company's strategic goals. According to Afandi (2018:74) job satisfaction is a positive attitude of the workforce including feelings and behaviour towards their work through the assessment of one job as a sense of appreciation in achieving one of the important values of the job. Theoretically the notion of job satisfaction has been put forward by several experts. One of them is according to Sudaryo, et al (2018) job satisfaction is a feeling about pleasant or unpleasant about work based on expectations with rewards provided by the agency. A person's various attitudes toward their job reflect their pleasant and unpleasant experiences at work and their expectations for future experiences. Work that is fun to do can be said that the work gives satisfaction to its stakeholders. On the other hand, dissatisfaction will be obtained if a job is not fun to do. According to Sutrisno (2017:77), one of the factors that affect job satisfaction are salary. Humans do not seem to be satisfied with what they get, such as positions and high salaries in the company. Therefore, the task of the Personnel Manager is to be able to match the wishes of employees with the goals of the company. With job satisfaction, an employee can feel whether their job is fun or unpleasant to do.

Job satisfaction is one of the important aspects to be understood by organizational managers. Employees who have a sufficient level of job satisfaction in the company have an important role in achieving company goals. No matter how

perfect the organizational plans and supervision of employees, if they cannot carry out their duties with full responsibility then a company will not achieve as many results as it can actually achieve. This means that the human factor plays a significant role in achieving results in accordance with organizational goals. Realizing job satisfaction for employees is an obligation for every leader of the organization. Job satisfaction needs to be preceded by an affirmation that the problem of job satisfaction is not a simple thing, both in terms of the concept and in the sense of the analysis, because satisfaction has various connotations, the job itself. If these factors are increased, it will help improve performance, reduce turnover and work absenteeism, and support a good attitude towards management. While the factors that cause dissatisfaction include such things as conditions and convenience in work, administrative policies, relations with management, technical skills of supervisors, salary system stability of work, and relationships with the co-workers. According to Sutrisno (2017:77) one of the factors that affect job satisfaction are salary as one of the factors of job satisfaction is remuneration and appreciation for employee work performance. The financial department of the Raja Ahmad Tabib Provincial General Hospital receives a salary according to the status and class obtained. Table 1.5 shows the list of payment of the basic salary for the employees of finance department of the Raja Ahmad Tabib Province General Hospital Riau Island.

Table 1. 5 List of Payments for the Basic Salary of State Civil apparatus at the Office of Finance Section of the Raja Ahmad Tabib Province General Hospital, Riau Island

Status of Employee	Basic Salary
Tenaga Kerja Harian Lepas (TKHL)	Rp. 2.600.000
Pegawai Tidak Tetap (PPT)	Rp. 3.550.000
Pegawai Negeri Sipil (PNS) Staff	Rp 3.800.000

Source: Internal Data of the Finance Section of the RAT Provincial General Hospital (2022)

Table 1.5 shows a list of the basic salaries of financial employees based on their status or class. The lowest salary is on the Status of Casual Daily Workers (TKHL) with a salary of IDR 2,600,000, then the status of Non-Permanent Employees (PTT) with a salary of IDR 3,550,000, and then there is the status of Civil Servant Staff (PNS) with a salary of IDR 3,800,000.

Raja Ahmad Tabib Provincial General Hospital as one of the superior hospitals in Tanjungpinang do implement and maintain the continuity of activities within the company in order to stay committed and smooth, improve competitiveness and the image of the management company in the eyes of consumers (ppid.kepriprov, 2019). In carrying out its work, Raja Ahmad Tabib Provincial General Hospital continue to strive provide job satisfaction to employees, one of the efforts made is through giving bonuses or allowance money such as THR in Ramadhan month every year. As a company that aims to earn profits, it requires good performance from the company and this is supported by the maximum performance possessed by its human resources. One of the problems that interfere with the employees in finance department office in Raja Ahmad Tabib Provincial General Hospital is a decreased of employee job performances. There's an uneven workload between employees, moans about salary that is arguably not in accordance with the existing job, and some late attendance issues. Problems with job satisfaction will have an impact on some employees who are often absent during working hours, late for work, which related to the commitment of organizational.

Research that conducted by Mitha, et al (2021), resulted in research that job satisfaction and organizational commitment have a positive and significant effect on employee performance. The results of this study are in line with the research conducted by Anggun, et al (2020), the results showed that organizational commitment had a positive effect on employee performance, job satisfaction had a positive effect on employee performance and together organizational commitment and job satisfaction had a positive effect on employee performance. There is also research that has been carried out by Diana & Anggraeni (2020), the results of the study shows that the job satisfaction variable has a positive and significant effect on employee performance and the organizational commitment variable has a

positive and significant effect on employee performance. Job satisfaction and work commitment are popular topics in research on work-related attitudes. Emphasizes the need for commitment by assuming that commitment encourages employee habitual choices that support the company that are vital to effective work. Based on the explanation of the background above and the support of the results from previous studies, the authors are interested in conducting research with the title "The Effect of Job Satisfaction and Organizational Commitment on Employee Performance at Finance Department Office Raja Ahmad Tabib Provincial General Hospital".

1.3 Problem Statement

Based on the background, the problem statements of this research are:

1. How is job satisfaction of employees in Finance Department Office in Raja Ahmad Tabib Provincial General Hospital?
2. How is organizational commitment of employees in Finance Department Office in Raja Ahmad Tabib Provincial General Hospital?
3. How is employee performance in Finance Department Office in Raja Ahmad Tabib Provincial General Hospital?
4. How much is the effect of job satisfaction and organizational commitment partially and simultaneously affect the performance of employees of Finance Department Office in Raja Ahmad Tabib Provincial General Hospital?

1.4 Research Objectives

Based on the problem statements, can be concluded that the objectives of this research are:

1. To analyze how job satisfaction of employees in Finance Department Office Raja Ahmad Tabib Provincial General Hospital is.
2. To analyze how organizational commitment of employees in Finance Department Office Raja Ahmad Tabib Provincial General Hospital is.

3. To analyze how employee's performance in Finance Department Office Raja Ahmad Tabib Provincial General Hospital is.
4. To identify how much the effect of job satisfaction and organizational commitment partially and simultaneously affect the performance of employees of Raja Ahmad Tabib Provincial General Hospital Finance Section Office is.

1.5 Benefit of Research

In conducting research, the author hopes this research can provide benefits both theoretically and practically. The benefits of this writing are:

1. Theoretical Aspect

This research is useful for obtaining answers to problem formulations and strengthening existing theories, proving the results of previous research, and enrich knowledge for future researchers.

2. Practical Aspect

This research is expected to be an input for companies to be more selective in job satisfaction and organizational commitment so as to improve employee performance for employee welfare and the company in obtaining maximum benefits.

1.6 Systematic of Mini-Thesis Writing

The systematic rules to facilitate understanding in the preparation of the thesis are as follows:

CHAPTER I INTRODUCTION

This introductory chapter explains the general description of the research object, research background, problem formulation, research objectives, research benefits, and writing systematics.

CHAPTER II LITERATURE REVIEW

In the literature review chapter, there are theories that include job satisfaction, organizational commitment, and employee performance related to research, previous research, frameworks of thought, and hypotheses in research.

CHAPTER III RESEARCH METHODOLOGY

This research method chapter describes the type of research, operational variables, research stages, population and research samples, data collection techniques, validity and reliability tests, and data analysis techniques.

CHAPTER IV DISCUSSION AND ANALYSIS

The discussion and analysis chapter explains the results of the research and the discussion is explained chronologically and systematically according to the formulation of the problem and research objectives.

CHAPTER V CONCLUSIONS AND SUGGESTIONS

In the chapter conclusions and suggestions explain the results of the research that will answer the formulation of the problem that has been formulated previously, and contains suggestions given by the author for both theoretical and practical aspects.