

**THE EFFECT OF ORGANIZATIONAL COMMITMENT, OCB, AND ATTITUDE ON
EMPLOYEE PERFORMANCE AND THEIR IMPLICATIONS ON THE
PERFORMANCE OF BANDA ACEH MOTHER AND CHILD HOSPITAL**

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ABSTRACT

This study aims to examine the effect of organizational commitment, organizational citizenship behavior (OCB), and attitudes on employee performance and their implications for the performance of the Mother and Child Hospital (RSIA) in the city of Banda Aceh. The population is all employees at RSIA, as many as 218 people. Sampling was done by purposive random sampling, obtained 141 respondents. The research model was analyzed using SEM-AMOS. The results prove that commitment, OCB, attitudes, employee performance, and RSIA Banda Aceh performance are good, organizational commitment affects the performance of RSIA Banda Aceh employees, OCB affects the performance of RSIA Banda Aceh employees, attitudes affect the performance of RSIA Banda Aceh employees, organizational commitment affects the RSIA Banda Aceh performance, OCB affects the RSIA Banda Aceh performance, Attitudes affects the RSIA Banda Aceh performance, employee performance affects the RSIA Banda Aceh performance, Organizational commitment affects the RSIA Banda Aceh performance through employee performance, OCB affects the RSIA Banda Aceh performance through employee performance, and Attitudes affect the RSIA Banda Aceh performance through employee performance. The model also proves that employee performance functions as a partial mediator. Thus, this tested model explains that the performance improvement model of RSIA Banda Aceh is a function of strengthening commitment, increasing OCB, improving attitudes, and improving employee performance.

Keyword: Organizational Commitment, Organizational Citizenship, Attitude, Employee Performance, Hospital Performance.

1. INTRODUCTION

The Mother and Child Hospital Banda Aceh (RSIA Banda Aceh) is a Banda Aceh City Government hospital that has the main task of carrying out its authority in the field of maternal and child health services. The phenomenon that appears in this study is that in carrying out duties, functions, and responsibilities, not following the vision, mission, many employees in the medical and non-medical fields affect performance to achieve organizational goals. However, in reality, the expected performance has not been achieved, this is because the competence of the employees at RSIA Banda Aceh is still not following its vision and mission. The competence of employees referred to in this study is that there are still many employees who have not received training or

education following their duties and functions so that they can achieve the performance expected by the organization. Indications of the lack of employee competence can be seen from the ability to complete work, the ability to improve welfare, the ability to use information technology which is still relatively low, and the lack of togetherness of employees in carrying out their duties.

In support services to the community to improve employee performance and also the performance of RSIA, it is necessary to have reliable human resources. Organizational performance is the success of an organization and is the result achieved. Another factor is Organizational Citizenship Behavior (OCB) (Organ & Konovsky, 1989). Apart from the commitment factor and OCB, it turns out that work attitude factors also affect employee performance and also RSIA Banda Aceh's performance. Employee work attitudes also include warmth, affection, and loyalty to the organization. Employees with high commitment also feel a sense of belonging to the organization, so that employee performance will be able.

2. LITERATURE STUDY

Organizational Performance

(Moehariono, 2014) mentions performance as a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined in an organization's strategic planning. Meanwhile, according to (Rivai & Sagala, 2014) defines performance as an action or activity of an organization over a period with a reference to some standards such as projected past costs based on efficiency, management responsibility, accountability, and the like. (Sujardi, 2009) defines organizational performance as the totality of the work achieved. (Timpe, 2012) mentions that measuring organizational performance can be done by assessing 1) productivity, 2) service quality, 3) responsiveness, 4) accountability, 5) fairness.

Employee Performance

(Robbins & Judge, 2017) Employee performance is the result of work during a certain period compared to various possibilities. Then (Mangkunegara, 2013) mentions that performance is the result of work in quality and quantity that can be achieved by an employee. Employee performance is one of the descriptions of employees with various standard tasks that have been given. according to (Robbins & Judge, 2017), The factors that influence employee performance are: 1) organizational commitment, 2) OCB, 3) work attitude. The indicators of employee performance are: (Robbins & Judge, 2017), (1) the quality of the work produced; (2) The quantity of work that can be produced; (3) employees receive supervision; (4) Attendance rate; (5) can carry out the work without the help of others; and (6) can achieve work targets.

Organizational Commitment

(Salleh, Zahari, Said, & Ali, 2016) and (Darmadi, 2017) state organizational commitment is a commitment that is owned by a person to achieve goals and all interests in the organization. Commitment in an organization is very necessary because employees must have work commitments before carrying out their work. The formation of commitment in an organization so that the goals in their work are achieved and employees will also have loyalty at work. This illustrates that if employees commit, then the employee can create and develop his abilities for the benefit and progress of the organization. Then other indicators according to Jerry et al. (2014) are

(1) Service performed by employees to the organization, (2) Improve the performance that has been determined by the organization, (3) High willingness to carry out their main tasks and functions and (4) Work targets, the ability of employees to achieve work targets which has been set

Organizational Citizen Behavior (OCB)

Organization Citizen Behavior (OCB) is an attitude of employee behavior that is carried out voluntarily, sincerely, happily without having to be ordered and controlled by the company in providing good service (Organ & Konovsky, 1989) ; (Huang, Wang, & Xie, 2014) ; (Purba et al., 2020). This is also reinforced by (Robbins & Judge, 2017) states the examples of behaviors that belong to the OCB behavior group are helping co-workers, volunteering, avoiding conflict, protecting organizational property, respecting rules, tolerance for situations that are less than ideal, giving constructive suggestions, and not wasting time at work. (Purba et al., 2020) mentions that OCB indicators consist of 1) teamwork, 2) maintaining the company's image, 3) not complaining at work, 4) being professional in using assets, 5) being disciplined at work

Work Attitude

In everyday life, attitude is an emotional reaction to social stimuli (Notoatmojo, 2012). (Robbins & Judge, 2017) argues that (work) attitude has three components, namely 1) a cognitive component, namely the opinion or belief segment of the attitude, 2) an effective component, namely the emotional or feeling segment of an attitude, and 3) a behavioral component, namely the intention to behave in a certain way towards someone or something. According to (Hasibuan, 2016) working is the sacrifice of services, body, and mind to produce goods and services in exchange for certain achievements. (Notoatmojo, 2012) states that work attitude indicators consist of: 1) accepting, 2) responding, 3) appreciating, and 4) being responsible.

Research Models and Hypotheses

The author formulates the study model framework and hypotheses as follows.

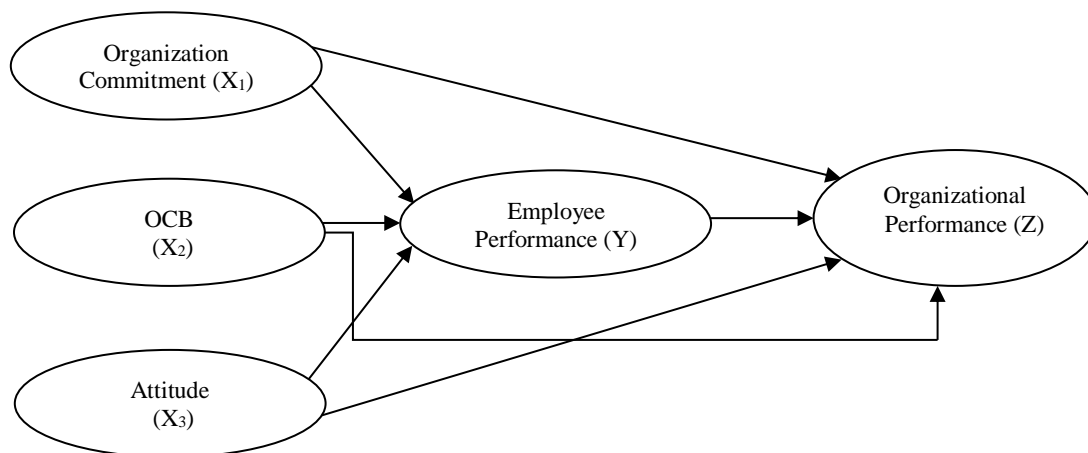


Figure 1. Effect Between Variables

Ha1 : Organizational commitment, OCB, attitudes, employee performance, and the RSIA Banda

Aceh performance are good.

Ha2 : Organizational commitment affects the performance of RSIA Banda Aceh employees.

Ha3 : OCB affects the performance of RSIA Banda Aceh employees.

Ha4 : Attitudes affect the performance of RSIA Banda Aceh employees.

Ha5 : Organizational commitment affects the RSIA Banda Aceh performance.

Ha6 : OCB affects the RSIA Banda Aceh performance.

Ha7 : Attitudes affect the RSIA Banda Aceh performance.

Ha8 : Employee performance affects the RSIA Banda Aceh performance.

Ha9 : Organizational commitment affects the RSIA Banda Aceh performance through employee performance.

Ha10: OCB affects the RSIA Banda Aceh performance through employee performance.

Ha11: Attitudes affect the RSIA Banda Aceh performance through employee performance.

Research Novelty

The novelty in this study can be seen from the variables in this study that have never been carried out at the RSIA Banda Aceh institution. The author used indicators following Sri Mugiarti (2012) which examines organizational commitment to government agencies, and (Susanty et al., 2013), where the results of the research from the two researchers stated that the variables of organizational commitment and work attitude had a relatively small influence. This proves that there is a research gap between theory and research results, this is proven by theory (Organ & Konovsky, 1989) which states that employee performance indirectly affects the promotion of efficient and effective organizational functions, while employee performance refers to behavior towards employee organizational commitment, organizational culture and work attitudes that can affect the general performance of the organization, so a comprehensive solution is needed. and research to prove the existence of gaps or gaps in research becomes a new finding and becomes a reference for further research. Meanwhile, related to OCB also has a relatively small effect in improving employee performance and organizational performance.

3. RESEARCH METHOD

The research location is RSIA Banda Aceh. The objects are organizational commitment, OCB, attitudes, employee performance, and the RSIA Banda Aceh performance. The population is all employees at RSIA Banda Aceh City as many as 218 people. Sampling using purposive random sampling technique for all employees of RSIA Banda Aceh City. Sampling was carried out using cluster sampling technique (for all work units) with proportional sample size and minimum sample calculation using the Slovin formula and resulted in as many as 141 people. The division of the population based on the level of education is explained as follows.

Table 1. Population and Sample

No.	Work unit	Number of Employees	Number of Samples
1.	Administration Section	12	8
2.	Financial department	14	9
3.	Programming Section	6	4

4.	Medical Support	7	5
5.	Medical Services	8	5
6.	Nursing	6	4
7.	Medical Record Installation	18	12
8.	Installation and Poli	24	16
9.	Laboratory and Room	22	14
10.	Emergency Room	23	15
11.	Treatment Room	78	50
Amount		218	141

Source: BLUD RSIA Banda Aceh City (2022).

Questionnaires were used to collect data. The test equipment used is SEM AMOS.

4. RESULT

Descriptive Hypothesis

The test result of the descriptive hypothesis is as shown in table 2 below

Table 2. Descriptive Hypothesis

No.	Variable	Average	Significant Value	Information
1.	Organization Commitment (X ₁)	4.22	0.000	Good
2.	OCB (X ₂)	4.17	0.000	Good
3.	Attitude (X ₃)	4.07	0.000	Good
4.	Employee Performance (Y)	4.24	0.000	Good
5.	Organizational Performance (Z)	4.14	0.000	Good
Average		4.16	0.000	Good

Source: Primary Data 2022 (processed)

Table 2 above explains that all variables already have a value greater than 3.40 with an overall mean value of $4.16 > 3.40$ and a significance of $0.000 < 0.05$.

Direct Hypothesis

After a series of tests have been carried out and the standard values have been set, here is the full model test image in this study:

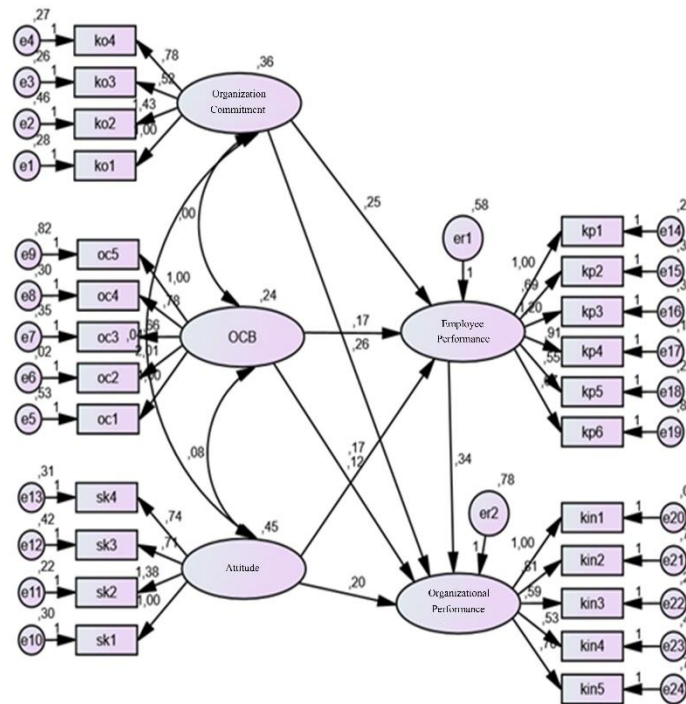


Figure 2. Structural Test

The result of the structural model test, is directly presented below.

Table 3. Regression Weight

			Estimate	S.E.	C.R.	P
Emp_Performance	<---	Org_Performance	0.171	.045	9.733	0.000
Emp_Performance	<---	OCB	0.174	.095	2.979	0.000
Emp_Performance	<---	Attitude	0.254	.034	9.618	0.000
Org_Performance	<---	Org_Performance	0.260	.074	6.514	0.000
Org_Performance	<---	OCB	0.122	.056	8.000	0.000
Org_Performance	<---	Attitude	0.206	.065	7.415	0.000
Org_Performance	<---	Emp_Performance	0.341	.072	6.819	0.000

The table above shows the result in numbers. The explanation of the results of direct hypothesis testing is as described below

Commitment Effect on the Performance of RSIA Banda Aceh Employees

Testing the commitment effect on employee performance resulted in a critical ratio (CR) 9.733 and a p-value 0.000. It can be seen that CR >1.97 and p <0.05. So it can be concluded that the commitment of RSIA Banda Aceh employees has a role in improving employee performance. This reveals that the stronger the commitment of RSIA Banda Aceh employees will affect

improving the performance of RSIA Banda Aceh employees, namely in carrying out their duties and functions.

OCB Effect on the Performance of RSIA Banda Aceh Employees

Testing the OCB effect on employee performance resulted in a CR 2,979 and a p-value 0.000. It can be seen that $CR > 1.97$ and $p < 0.05$. So it reveals that the OCB owned by RSIA Banda Aceh employees can play a role in improving the performance of RSIA Banda Aceh employees. This explains that the higher the OCB owned by the employee will affect improving employee performance.

Attitudes Effect on the Performance of RSIA Banda Aceh Employees

Testing the attitude effect on employee performance resulted in a CR 9.618 and a p-value 0.000. It can be seen that $CR > 1.97$ and $p < 0.05$. So it explains that the attitude of the employees will play a role in improving the performance of RSIA Banda Aceh employees. This reveals that the better the attitude possessed by employees will affect increasing employee performance because employees can adapt to the conditions of their work environment.

Employee Performance Effect on the RSIA Banda Aceh performance

Testing the employee performance effect on the RSIA Banda Aceh performance resulted in CR 6.819 and p-value 0.000. It explains that $CR > 1.97$ and p-value < 0.05 . So it shows that employee performance has a role in improving the RSIA Banda Aceh performance. This illustrates that the success of an employee in achieving work targets will affect the RSIA Banda Aceh's performance, especially in achieving the targets set by the company.

Commitment Effect on the RSIA Banda Aceh performance

Testing the commitment effect on the RSIA Banda Aceh performance resulted in a CR 6.514 and p-value 0.000. It can be seen that $CR > 1.97$ and $p < 0.05$. So it figures that the commitment of RSIA Banda Aceh employees plays a role in improving the RSIA Banda Aceh performance. This reveals that the higher the level of commitment owned by the employee will affect improving the RSIA Banda Aceh performance.

OCB Effect on the RSIA Banda Aceh performance

Testing the OCB effect on the RSIA Banda Aceh performance resulted in CR 7.415 and p-value 0.000. It can be seen that $CR > 1.97$ and $p < 0.05$, so it indicates that the OCB applied by all employees at RSIA Banda Aceh has a role in improving the RSIA Banda Aceh performance. This explains that the higher the OCB implemented by the employees will affect increasing performance at RSIA Banda Aceh.

Attitude Effect on the RSIA Banda Aceh performance

Testing the attitude effect on the RSIA Banda Aceh performance resulted in CR 7.415 and p-value 0.000. It can be seen that $CR > 1.97$ and $p < 0.05$, so it figures that the attitude of the employees at RSIA Banda Aceh has a role in improving the RSIA Banda Aceh performance. This explains that the better the attitude shown by the employees will affect improving the RSIA Banda Aceh performance. The results of this study are consistent with those of the research (Susanty et al.,

2013) which proves that attitude affects improving organizational performance.

Analysis of direct and indirect effects

In this discussion, it will be seen from the direct effects and indirect effects of the variables that exist in this study, first, we have to look at the existing coefficients, based on the results of calculations issued by AMOS as shown in Table 4 below:

Table 4. Coefficient of Effects Between Variables

No	Variable	Direction of Influence	Variable	Estimate
1	Employee Performance	<---	Organization Commitment	0.171
2	Employee Performance	<---	OCB	0.174
3	Employee Performance	<---	Attitude	0.254
4	Organizational Performance	<---	Organization Commitment	0.260
5	Organizational Performance	<---	OCB	0.122
6	Organizational Performance	<---	Attitude	0.206
7	Organizational Performance	<---	Employee Performance	0.341

Analysis of the magnitude of the effect was carried out to determine the strength of the influence between constructs (Ferdinand, 2006), as described in Figure 3.

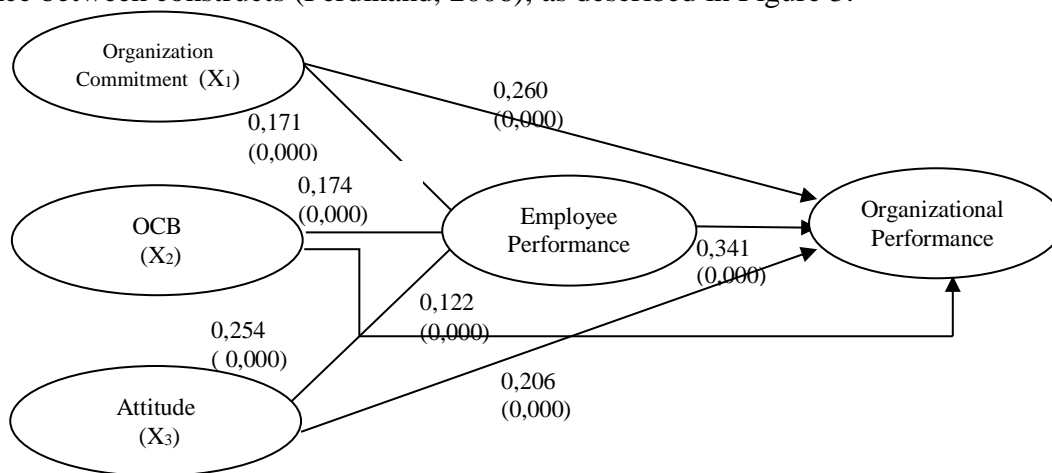


Figure 3. Effects Between Variables in Flowcharts

The coefficient values, direct and indirect effects are shown as follows.

Table 5. Direct and Indirect Effects

No	Description	Direct	Indirect	Total Effect	Information
1.	Commitment Effect on Organizational Performance	0.260	0.171 x 0.341 = 0.058	0.318	Direct > Indirect
2.	OCB Effect on organizational performance	0.122	0.174 x 0.341 = 0.059	0.181	Direct > Indirect
3.	Attitude Effect on organizational performance	0.206	0.254 x 0.341 = 0.087	0.293	Direct > Indirect

Source: Primary Data, 2022 (processed).

The direct and indirect effects between variables, namely X, Y, and Z which consist of the variables Commitment, work attitude, OCB, employee performance, and organizational performance, conclude that the direct effect is greater than the indirect effect.

Commitment Effect on the RSIA Banda Aceh performance through Employee Performance

The direct effect test of the Commitment variable on employee performance is 0.068. Meanwhile, the effect of commitment on the RSIA Banda Aceh performance through the employee performance variable is 0.058. In this test, employee performance acts as a partial mediation. This means that if you want to improve the RSIA Banda Aceh performance, it would be better if the leadership immediately improves employee commitment, especially by providing training to employees. The results of this study are consistent with the research of (Rahardjo, 2014) which proves that the commitment of an employee or employee will greatly influence both directly and indirectly on improving employee performance and the performance of the organization itself

OCB Effect on RSIA Banda Aceh Performance Through Employee Performance

The direct effect test of the OCB variable on employee performance is 0.015. While the influence of OCB affects the RSIA Banda Aceh performance if through the employee performance variable is 0.059. In this test, employee performance acts as a partial mediation. This means that if you want to improve performance at RSIA Banda Aceh, it would be better if the leadership could give sanctions to employees who violate the office OCB rules or increase OCB to employees so that all employees obey and obey their organization

Attitude Effect on the RSIA Banda Aceh performance through Employee Performance

The direct effect test of the attitude variable on employee performance is 0.042. Meanwhile, the effect of work attitude on organizational performance through employee performance variables is 0.087. In this test, employee performance acts as a partial mediation. This means that if you want to improve the RSIA Banda Aceh performance by RSIA Banda Aceh, it would be better if the leadership could direct each employee to show a better attitude and be able to adapt to their organizational environment

Implications of Research

The results of this study imply that the commitment of RSIA Banda Aceh employees has a real impact on improving employee performance through their abilities and knowledge so that employees can carry out their main duties and functions properly according to their knowledge. In addition, the commitment possessed by employees is also able to provide a real influence in improving the RSIA Banda Aceh performance, this can be seen from the workability shown by employees following the commitment standards set by RSIA Banda Aceh.

Then the implications regarding employee OCB also have an impact on improving employee performance, this is because OCB is owned by employees, the employee concerned will give all his abilities to the RSIA Banda Aceh organization so that strict OCB will have an impact on improving employee performance as well as providing an impact on improving the RSIA Banda Aceh performance.

While the attitude shown by the employee also affects in improving the performance of the employee and also the performance of the RSIA Banda Aceh, this indicates that the attitude shown by the employee will affect improving the performance of the RSIA Banda Aceh, especially concerning the attitude of being receptive to suggestions. Both from colleagues and suggestions were given by the leadership as well as employee attitudes towards the ability to be able to respond to every incident that occurs in the office environment.

5. CONCLUSION

The results prove that commitment, OCB, attitudes, employee performance, and RSIA Banda Aceh performance are good, organizational commitment affects the performance of RSIA Banda Aceh employees, OCB affects the performance of RSIA Banda Aceh employees, attitudes affect the performance of RSIA Banda Aceh employees, organizational commitment affects the RSIA Banda Aceh performance, OCB affects the RSIA Banda Aceh performance, Attitudes affects the RSIA Banda Aceh performance, employee performance affects the RSIA Banda Aceh performance, Organizational commitment affects the RSIA Banda Aceh performance through employee performance, OCB affects the RSIA Banda Aceh performance through employee performance, and Attitudes affect the RSIA Banda Aceh performance through employee performance. The model also proves that employee performance functions as a partial mediator. Thus, this tested model explains that the performance improvement model of RSIA Banda Aceh is a function of strengthening commitment, increasing OCB, improving attitudes, and improving employee performance. With the completion of the model testing, this model deserves to be a reference for further researchers to develop their research by adding new variables. Several recommendations for practitioners were also mapped out, especially for the research subject, namely RSIA Banda Aceh.

To improve employee performance and the RSIA Banda Aceh performance based on the perspective of commitment, it needs to give awards to every employee who has contributed or shown good work performance at RSIA Banda Aceh. Improving employee performance and the RSIA Banda Aceh performance based on OCB, it should be noted that every employee should always prioritize teamwork in carrying out their work. Then based on the attitude, employees should be willing to accept suggestions both from co-workers and suggestions given by the leadership, so that employees can behave with mutual respect for fellow employees.

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