

THE INFLUENCE OF INTRINSIC MOTIVATION AND JOB INSECURITY OF NON-PERMANENT EMPLOYEES ON ORGANIZATIONAL COMMITMENT AND ITS IMPACT ON THE PERFORMANCE OF THE DR. H. YULIDDIN AWAY REGIONAL HOSPITAL IN SOUTH ACEH REGENCY

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ABSTRACT

This study aims to determine the influence of intrinsic motivation and job insecurity on organizational commitment and its impact on performance. This research was conducted at the Dr. H. Yuliddin Away Regional Hospital in South Aceh Regency (RSUDYA), for all Non-Permanent Employees (PTT). Data were collected using a questionnaire and were processed by SEM-AMOS to test the hypotheses. The result reveals that intrinsic motivation affects organizational commitment; job insecurity affects organizational commitment; intrinsic motivation affects performance; job insecurity affects performance; organizational commitment affects performance, organizational commitment can mediate partially the intrinsic motivation effect on performance, and, organizational commitment can mediate partially the job insecurity effect on the performance of PTT in RSUDYA. These findings create the premise that the performance model of PTT in RSUDYA is the function of increasing intrinsic motivation, adjusting job insecurity, and strengthening organizational commitment.

Keyword: Intrinsic Motivation, Job Insecurity, Organizational Commitment, and Performance.

1. INTRODUCTION

As the years change, competition between hospitals is getting tougher, especially with the number of private hospitals emerging. As an organization whose operations are determined by the quality of human resources, a hospital institution needs to pay attention to the problems of its human resources, because to improve hospital services in addition to relying on the performance of doctors, nurses and medical staff also rests on its employees. In general, the status of employees in hospitals consists of employees who have the status of State Civil Apparatus (ASN) and non-permanent employees (PTT). According to the Law of Indonesia, Number 5 of 2014 concerning the ASN Article 7 numbers 1 and 2 state civil servants are ASNs who are appointed as permanent employees by the personnel supervisory officials and have a national number, while according to the South Aceh Regent Regulation Number 4 of 2014 concerning guidelines for the management of non-civil servants and visiting doctors at the Dr. H. Yuliddin Away Regional Hospital in South Aceh Regency (RSUDYA), in point 10 explains that non-permanent employees (PTT) are non-civil servants who are appointed for a certain period.

The difference in status between permanent employees and non-permanent employees makes social jealousy between employees occur, thus making organizational commitments between employees vary. The results of a study conducted by (Seong, Hong, & Park, 2012) on

1000 workers from various sectors in Korea found that the level of organizational commitment of each employee varied influenced by the status of workers. Research by (Ünsal-Akbıyık, Çakmak-Otluoğlu, & Witte, 2012) in the Turkish tourism sector revealed a problem, namely the difference in organizational commitment between permanent employees and contract employees. Furthermore, Dewi and Suana (2016), contract employees or non-permanent employees have lower organizational commitments compared to permanent employees because contract employees do not obtain the same rights as permanent employees.

2.LITERATURE

Intrinsic Motivation

Intrinsic motivation is the motivation that encourages a person to excel from within the individual himself, which is better known as a motivational factor (Luthans, 2013). (Prahiawan & Simbolon, 2014) stated that the strongest motivation is intrinsic motivation because it is embedded directly in the employee. Through intrinsic motivation, employees are aware of their responsibilities and better work and are encouraged to be enthusiastic about completing their work well and work results because of awareness of creating good performance (Widyaputra & Dewi, 2018).

Job Insecurity

Work discomfort or called *job insecurity* is a condition of helplessness in maintaining the desired sustainability in threatened working conditions (Greenhalgh & Rosenblatt, 1984). Job insecurity is also the powerlessness of a person to maintain the desired condition in a threatened work session (Suciati, Haryono, & Minarsih, 2015).

Organizational Commitment

Organizational commitment is formed because of trust, willingness, and desire to achieve a goal that has been set to maintain the existence that is part of the organization both in good and bad conditions (Sutrisno, Haryono, & Warso, 2018). (Ramadhan, 2017) explained that commitment plays an important role in employee performance which can be used as a motivation for someone. So that every employee can face every challenge and difficulty he faces (Bodroastuti & Ruliaji, 2016).

Performance

Performance is a measure of priority in an agency organization because it can measure the performance of an agency where the quality and quantity of one job will determine employee performance (Nasution, 2020). (Fachreza, Musnadi, & Shabri, 2018) explained that performance is a picture of achievement in an activity. performance is also a result achieved by a person in carrying out the tasks charged to him (Nopitasari & Krisnandy, 2018). (Mangkunegara, 2016) explained that performance is the result of work both in quality and quantity achieved by an employee in carrying out his responsibilities.

Framework and Hypothesis

The authors created the research model and hypotheses based on the literature for this study as follows :

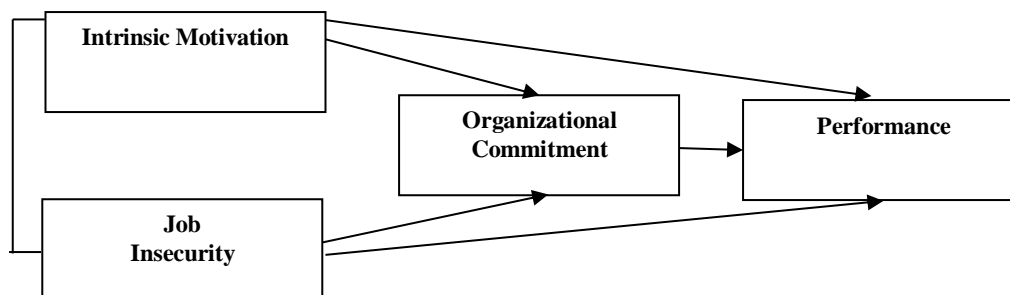


Figure 1. Research Model

- H1: Intrinsic motivation affects organizational commitment.
- H2: Job insecurity affects organizational commitment.
- H3: Intrinsic motivation affects performance.
- H4: Job insecurity affects performance
- H5: Organizational commitment affects performance.
- H6: Intrinsic motivation affects performance through organizational commitment.
- H7: Job insecurity affects performance through organizational commitment.

3.METHOD

This study was conducted at the RSUDYA. The sample was all non-permanent employees (PTT) at the RSUDYA. The population was all non-permanent employees (PTT) at the RSUDYA. Based on data obtained from the head of the administrative section of RSUDYA, there were 384 (three hundred and eighty-four) PTT employees. Given the relatively large study population (more than 100) researchers can use samples (Sarjono & Julianita, 2011). The technique used in sampling was a krejcie table. The data used were primary data and secondary data. While the data collection technique used was a questionnaire in the form of statements that have been formulated previously, and respondents will respond with written answers. The data analysis equipment used to test research hypotheses was AMOS software, by the method of Structural Equation Modelling (SEM).

4. RESULT

Direct Influence Testing

SEM that was processed provides the result for the direct effect hypothesis below.

Table 1. Regression Weight

		Estimate	S.E.	C.R.	P
Commitment	<--- Job Insecurity	0.066	0.034	2.947	0.002
Commitment	<--- Intrinsic Motivation	0.537	0.082	6.587	***
Performance	<--- Job Insecurity	0.115	0.101	2.140	0.004
Performance	<--- Intrinsic Motivation	1.164	0.532	2.188	0.009
Performance	<--- Commitment	0.713	1.073	2.664	0.007

Table 2. Standardized Coefficient

			Estimate
Commitment	<---	Job Insecurity	0.253
Commitment	<---	Intrinsic Motivation	1.062
Performance	<---	Job Insecurity	0.216
Performance	<---	Intrinsic Motivation	1.120
Performance	<---	Commitment	0.346

H1 Result : Intrinsic Motivation on Organizational Commitment

Intrinsic motivation was found as a variable that has a role in organizational commitment to PTT of RSUDYA with an influence value of 1.062. Because the probability value is significant at 0.000 or less than 0.05, this relationship is considered close, meaning that job insecurity affects organizational commitment.

H2 Result : Job Insecurity on Organizational Commitment

Job insecurity was found as a variable that has a role in organizational commitment to PTT of RSUDYA with an influence value of 0.253, because the probability value is significantly 0.002 or less than 0.05, this relationship is considered close, meaning that intrinsic motivation affects performance.

H3 Result : Intrinsic Motivation on Performance

Intrinsic motivation was found as a variable that has a role in the performance of the PTT of RSUDYA with an influence value of 1,120. Since the probability value is significant at 0.009 or less than 0.05, this relationship is considered close, meaning that intrinsic motivation affects performance.

H4 Result : Job Insecurity on Performance

Job insecurity was found as a variable that has a role in the performance of the PTT of RSUDYA with an influence value of 0.216. Because the probability value is significant at 0.004 or less than 0.05, this relationship is considered close, meaning that *job insecurity* affects performance.

H5 Result : Organizational Commitment to Performance

Organizational commitment was found as a variable that has a role in the performance of PTT of RSUDYA with an influence value of 0.346. Because the probability value is significant at 0.007 or less than 0.05, this relationship is considered close, meaning that organizational commitment affects performance.

Indirect Influence

For the direct hypotheses, the authors counted the coefficient below.

Table 3. Indirect Effect Coefficient

				Estimate
Performance	<---	Commitment	<---	Intrinsic Motivation (0.346x 1.062) = 0.367
Performance	<---	Commitment	<---	Job insecurity (0.346x 0.253) = 0.087

H6 Result : Intrinsic Motivation on the Performance of PTT RSUD YA Through Organizational Commitment

The intrinsic motivation effect on the performance of PTT RSUD YA through organizational commitment can be produced from manual multiplication, namely the multiplication between the coefficient of intrinsic motivation effect on the performance and the multiplication between the coefficient of organizational commitment effect on the performance. From the result of this multiplication, a mediation value of 0.367 was obtained. This value explains that organizational commitment has a role in the intrinsic motivation effect on the performance of PTT RSUDYA by 0.367.

H7 Result : Job Insecurity on the performance of PTT RSUD YA through organizational commitment

The job insecurity effect on the performance of PTT of RSUDYA through organizational commitment can be generated from manual multiplication, namely the multiplication between the coefficient of job insecurity effect on the performance and the multiplication between the coefficient of organizational commitment effect on the performance. From the result of this multiplication, a mediation value of 0.087 was obtained. This value explains that organizational commitment has a role in the job insecurity effect on the performance of PTT RSUDYA by 0.087.

5. CONCLUSION

The result reveals that intrinsic motivation affects organizational commitment; job insecurity affects organizational commitment; intrinsic motivation affects performance; job insecurity affects performance; organizational commitment affects performance, organizational commitment can mediate partially the intrinsic motivation effect on the performance, and, organizational commitment can mediate partially the job security effect on the performance of PTT of RSUDYA. Mediate Partially organizational commitment can function as a mediator in the model, and also without it, predictors (intrinsic motivation and job insecurity) can still affect performance significantly (directly). These findings create the statement that the performance model of PTT of RSUDYA is the function of increasing intrinsic motivation, adjusting job insecurity, and strengthening organizational commitment. This result is a strengthening of the theory academically and can also be a reference for further researchers in developing the model, by adding variables such as education level and information technology and also can expand the minimum sample in larger referral Hospitals. For the current research subject, the Director and Head of the room are supposed to set the more suitable intrinsic motivation, job insecurity, and organizational commitment owned for the PTT.

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