

Organizational Commitment as A Predictor of Job Performance in Hospital Employees

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Article Info

Received: June 18, 2025

Revised: July 16, 2025

Accepted: July 16, 2025

Online Version: July 16, 2025

Abstract

Low Organizational Commitment has the potential to reduce the level of employee Job Performance in the Hospital environment. This study aims to analyze the effect of Organizational Commitment on employee Job Performance at RSU Kharisma Paramedika. This study uses a quantitative approach with a correlational research type. Participants in this study were 128 employees of RSU Kharisma Paramedika. The data collection technique used a questionnaire with a Likert scale. The instrument used in the Job Performance variable is a modification of the IWPQ Koopmans et al. (2016) and in the Organizational Commitment variable using a modification of the OCQ Mowday et al. (1982). The validity test of the instrument uses the Gregory and Product Moment formulas and the reliability test uses Alpha Cronbach. Data analysis uses simple linear regression analysis with the help of SPSS 25 software. The results of the study show that: (1) Organizational Commitment can be a predictor of Job Performance of employees of RSU Kharisma Paramedika. (2) Organizational Commitment can be a predictor of task performance of employees at Kharisma Paramedika Hospital. (3) Organizational Commitment can be a predictor of contextual performance in employees at Kharisma Paramedika Hospital. (4) Organizational Commitment cannot be a predictor of counterproductive work behavior in employees at Kharisma Paramedika Hospital.

Keywords: Job Performance, Organizational Commitment, Employee, Hospital



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Journal Homepage

<https://ejournal.staialhikmahpariangan.ac.id/Journal/index.php/wp>

How to cite:

Trisnawati, I., Harahap, F. U., & Farida, H. (2025). Organizational Commitment as A Predictor of Job Performance in Hospital Employees. *World Psychology*, 4(1), 123–134. <https://doi.org/10.55849/wp.v4i1.917>

Published by:

Sekolah Tinggi Agama Islam Al-Hikmah Pariangan Batusangkar

INTRODUCTION

Human resources (HR) are very important assets and have a crucial role in achieving company goals. In addition to functioning as the main element in the organizational structure, HR is also one of the key factors that determine the success of a company, equivalent to physical assets and financial capital. Effective HR management is essential to improve the efficiency and effectiveness of the organization. Human resource management, as one of the fundamental functions of the company, aims to optimize employee potential. Employees are important assets for the company because they are responsible for carrying out various functions and tasks that support the achievement of organizational goals. As workers, employees are required to have the knowledge, skills, and abilities needed to run the company's operations effectively. Through employee contributions, companies can achieve high productivity, increase competitiveness, and achieve sustainable growth (Wesmi et al., 2024). Having skilled and qualified employees not only affects individual Job Performance, but can also improve job performance the entire company (Hidayat, 2023).

Job Performance on optimal employees has a significant positive impact on the company. The results of the study by López-Cabarcos et al. (2022) Effective Job Performance can increase productivity, profitability and organizational effectiveness. Employees who have high Job Performance can encourage companies to achieve competitive advantage and sustainable growth (Aprinawati et al., 2024). Research by Ghobakhloo & Ching (2019) found that companies with good Job Performance have better resilience in facing economic challenges and turmoil and are able to adapt quickly and maintain their excellence.

Employees with high Job Performance not only provide benefits to the organization, but also to themselves. A study by Hosen et al. (2024) revealed that employees with high Job Performance tend to get more career development opportunities and better compensation. In fact, not all employees are able to achieve the expected work targets. Low Job Performance can have a negative impact. Research by Shuck, Nimon, & Zigarmi (2017) proves that low Job Performance has an impact on decreased productivity and achievement of organizational targets. Groen et al. (2017) further emphasized that suboptimal Job Performance can reduce service quality and impact the company's reputation. Job Performance is very important for all companies, agencies or institutions, one of which is a hospital. The company that prioritizes the importance of Job Performance is a hospital. A hospital is a health care institution that provides public services to patients (Febrita et al., 2021). The success of a hospital is not only measured in terms of finances or the number of patients who come, but also in terms of lives saved, patient satisfaction, and the quality of services provided (Marditama et al., 2024). Hospital employees, from medical personnel, paramedics, to administrative staff, have a vital role in carrying out health service functions.

Unlike other organizations, hospitals have a direct impact on human life. Every employee's decision and action can impact the lives and safety of patients (Haryoso & Ayuningtyas, 2019). Achieving and maintaining a high level of Job Performance is not easy, especially in a hospital work environment that is often stressful, has long working hours, and faces critical situations. Data shows that Job Performance of employees in the Indonesian health sector still needs to be improved. According to the report of the Indonesian Ministry of Health (2023), the level of patient satisfaction with employee Job Performance in the form of hospital services in Indonesia has only reached 75.3%, this is not in accordance with the national target of 80%. More worryingly, the Health Research and Development Agency

(2022) showed that 35% of hospital employees experience burnout, which has the potential to reduce employee Job Performance. This is in line with the pre-survey conducted by researchers, that there was a decline in employee job performance at one of the X general hospitals in Kulon Progo, namely the lack of employee commitment to the organization as indicated by employees not meeting work targets, employees being late to work, especially late when changing shifts. Job Performance become the main focus in organizational development because of its vital role. Every company leader is obliged to improve employee Job Performance as much as possible so that the company's expected goals can be realized immediately and successfully achieved (Valianti, 2025). Chen et al. (2023) stated that employee Job Performance is influenced by commitment.

Social Exchange Theory developed by Homans (1958) and expanded by Blau (1964) which explains the relationship between Organizational Commitment and Job Performance. Homans (1958) in his publication "Social Behavior as Exchange" stated that social interaction is a form of exchange based on the principle of giving and receiving, where individuals tend to respond to the positive treatment they receive. Blau (1964) in his book "Exchange and Power in Social Life" deepened this concept by distinguishing between explicit economic exchange and implicit social exchange based on trust and unwritten obligations. In the context of the organization, this theory explains how employees who receive support, recognition, and justice from the organization will feel obliged to reciprocate through higher commitment and better performance as a form of reciprocity.

Organizational Commitment become one of the factors that are increasingly receiving attention in the study of hospital human resource management among various other factors that can affect Job Performance. Hospital productivity is highly dependent on skills, competence, and commitment. Organizational Commitment that is not fully optimal causes employees to be less than optimal in providing services. High Organizational Commitment is an important factor in ensuring that service quality is maintained (Rodríguez-Fernández et al., 2021). Employees who have high Organizational Commitment will make every effort to achieve organizational goals. These efforts make employees prioritize the organization over personal interests. Sidartawan & Dewi (2022) also emphasize that the achievement of company goals is also supported by the existence of Organizational Commitment. Mowday et al. (1982) define Organizational Commitment as the relative strength of individuals in identifying themselves with a organization, as well as involvement and desire to contribute to the organization. Previous studies have proven a positive influence between Organizational Commitment and Job Performance. Research by Nabhan & Munajat (2023), with the results of Organizational Commitment having a positive and significant effect on Job Performance. The results of Lee et al.'s research (2022) showed that there was a significant influence of Organizational Commitment on Job Performance. Research by Bandiyah et al. (2022) Organizational Commitment had no effect on Job Performance. The heavy workload caused some employees to somewhat ignore their main tasks, main points, and functions according to their respective positions, so that increasing organizational commitment had no effect on job performance. The findings of the same study conducted by Pagiu et al. (2023) showed that Organizational Commitment had no significant effect on employee Job Performance.

The presentation shows several gaps in previous research. The majority of research on Organizational Commitment and Job Performance conducted in institutions with shift work systems and involving all categories of hospital employees is still limited. Previous studies

have focused more on the industrial and education sectors, while there is still a lack of research that specifically examines Organizational Commitment on Job Performance in the health sector. This study offers several novelties, namely examining the phenomenon of Organizational Commitment as a predictor of Job Performance in the context of Hospital employees. This study uses a quantitative approach to gain a more comprehensive understanding of the influence of Organizational Commitment on Job Performance in flexible work system conditions. Hospital management can design appropriate interventions to improve employee Organizational Commitment, which is expected to improve overall Job Performance.

RESEARCH METHOD

Research Design

This study uses a quantitative approach with a correlational research type. Creswell (2015) stated that a quantitative approach is a research approach that focuses on testing theories or hypotheses through measurement and statistical analysis of certain variables. The variables used in this study are Job Performance as a multidimensional dependent variable and Organizational Commitment as a unidimensional independent variable.

Research Target/Subject

The population in this study were all hospitals in Kulon Progo, totaling 9 hospitals. The sampling technique used was Cluster Random Sampling. Kharisma General Hospital (RSU) was selected as the research sample. All employees of Kharisma RSU were used as research respondents, including medical personnel, non-medical personnel, and health workers with a total of 128 employees.

Research Procedure

The data collection process utilized a Likert scale with four answer choices, namely Not Appropriate (SS), Less Appropriate (S), Somewhat Appropriate (TS), Appropriate (STS), and the scale was distributed using hard copies distributed through Human Resource Development.

Instruments, and Data Collection Techniques

The Job Performance scale uses the modified results of the Individual Work Performance Questionnaire (IWPQ) measuring instrument by Koopmans et al. (2016) which consists of 3 dimensions, namely task performance, contextual performance, counterproductive work behavior. The reliability coefficient value is 0.913. The Organizational Commitment scale uses the modified results of the organizational commitment scale by Mowday et al. (1982) there are 3 aspects, namely identification with the organization, involvement, employee loyalty. The reliability coefficient value is The reliability coefficient value is 0.858.

Data Analysis Technique

The data analysis method used is descriptive analysis and simple linear regression analysis. Before conducting a simple linear regression analysis test, a prerequisite test is carried out first, including a normality test, a linearity test, a multicollinearity test and a heteroscedasticity test.

RESULTS AND DISCUSSION

Table 1. Demographic Data of Research Respondents

Data	Amount	%
Gender		
Woman	36	28.12
Man	92	71.88
Age		
18 -25	30	23.44
26 - 33	49	38.28
34 - 41	28	21.88
> 42	21	16.41
Last education		
High School/Vocational School	15	11.72
D3	57	44.53
S1	48	37.50
S2	8	6.25
S3	-	-
Type of work		
Medical personnel	12	9.38
Health workers	86	67.19
Non-Medical Personnel	30	23.44
Length of working		
0 -5	73	57.03
6 - 10	30	23.44
> 10	25	19.53

It can be seen that a total of 128 respondents participated in this study, consisting of 92 men (71.88%) and 36 women (28.12%). The most common age range was 26–33 years (38.28%), followed by 18–25 years (23.44%). The majority of respondents had an associate degree (44.53%), followed by a bachelor's degree (37.50%), while only 6.25% had a master's degree and none had a doctoral degree. In terms of job type, the majority were healthcare workers (67.19%), followed by non-medical staff (23.44%), and medical staff (9.38%). Based on years of service, the majority of respondents had 0–5 years of service (57.03%), followed by 6–10 years (23.44%), and >10 years (19.53%).

The normality test on the unstandardized residuals of the relationship between Job Performance and Organizational Commitment shows that the data is normally distributed ($N = 128$, $p = 0.200$). Since the p -value is > 0.05 , there is no significant deviation from the normal distribution. The results of the linearity test indicate that the relationship between the variables being tested is linear, with a p -value for the linearity test of 0.000 (< 0.05), meaning there is a significant linear relationship. Meanwhile, the p -value for Deviation from Linearity is 0.184 (> 0.05), indicating that there is no significant deviation from linearity. Thus, the relationship between the two variables can be said to be linear. The results of the multicollinearity test show that the Organizational Commitment variable has a Tolerance value of 1.000 and a Variance

Inflation Factor (VIF) value of 1.000. Since the Tolerance value is > 0.10 and the VIF is < 10 , it can be concluded that there is no multicollinearity in this variable. Thus, Organizational Commitment is free from multicollinearity issues. Finally, the heteroscedasticity test results show that both the constant value ($t = 1.088$; $p = 0.279$) and the Organizational Commitment variable ($t = 0.521$; $p = 0.603$) have significance values above 0.05. This indicates that there is no evidence of heteroscedasticity in the regression model. Thus, the model is deemed to satisfy the assumption of homoscedasticity. Furthermore Table 2. Simple Regression Test Results.

Table 2. Simple Regression Test Results

Hypothesis	Model	F	p-value
H1	<i>JP*OC Regression</i>	73,075	0,000
H2	<i>TP*OC Regression</i>	125,717	0,000
H3	<i>CP*OC Regression</i>	110,315	0,000
H4	<i>RegressionCWB*OC</i>	1,592	0.209

Information:

1. Dependent variables : *Job Performance (JP)*
2. Dependent variables : *Task Performance (TP)*
3. Dependent variables : *Contextual Performance (CP)*
4. Dependent variables : *Counterproductive work behavior (CWB)*
5. Independent variable: Organizational Commitment (OC)

Based on table 2, it shows that the results of the Job Performance and Organizational Commitment regression test show a calculated F value of $73.075 > F$ table 3.92 with a p-value of 0.000 ($p\text{-value} < 0.05$). Organizational Commitment can be a predictor of employee Job Performance. The results of the Task performance and Organizational Commitment regression test show an F value of $124.717 > F$ table 3.92 with a p-value of 0.000 < 0.05 . Organizational Commitment can be a predictor of employee task performance. The results of the Contextual performance and Organizational Commitment regression test show an F value of $110.315 > F$ table 3.92 with a p-value of 0.000 < 0.05 . Organizational Commitment can be a predictor of employee contextual performance. The results of the regression test of counterproductive work behavior and Organizational Commitment show an F value of $1.592 < F$ table 3.92 with a p-value of $0.209 > 0.05$. Organizational Commitment cannot be a predictor of employee counterproductive work behavior. Furthermore Table 3. Coefficient of Determination of Organizational Commitment to Job Performance

Table 3. Coefficient of Determination of Organizational Commitment to Job Performance

Variables	R	R - square	Adjusted R Square
<i>OC*JP</i>	0.606	0.367	0.362
<i>OC*TP</i>	0.707	0.499	0.495
<i>OC*CP</i>	0.683	0.466	0.463
<i>OC*CWB</i>	0.112	0.012	0.005

Information:

1. Dependent variables : *Job Performance (JP)*
2. Dependent variables : *Task Performance (TP)*
3. Dependent variables : *Contextual Performance (CP)*
4. Dependent variables : *Counterproductive work behavior (CWB)*
5. Independent variable : Organizational Commitment (OC)

Based on the table above, it shows that Organizational Commitment has an influence of 36.7% on job performance and 63.3% is influenced by other factors. Organizational Commitment has an influence of 49.9% on task performance, where the remaining 50.1% is influenced by other factors not studied. Organizational Commitment has an influence of 46.6% on contextual performance, with the remaining 53.4% influenced by other factors outside the study. The results of the analysis also show that Organizational Commitment has a very small influence on counterproductive work behavior, which is only 1.2%, meaning that 98.8% of CWB is influenced by factors other than Organizational Commitment.

DISCUSSION

The results of the study showed conformity with the demographic profile of RSU Kharisma Paramedika which is dominated by female employees (71.88%) with D3 educational qualifications (44.53%) and 0-5 years of work experience (57.03%). Based on the theory of Mowday et al. (1982), female employees tend to have a more positive organizational commitment than men because of their more detailed and meticulous characteristics in working. The level of education that is in accordance with health profession standards creates realistic expectations of the organization, thus supporting an optimal level of commitment. Although the majority of employees have a relatively short work period, employees still show a high level of commitment, possibly due to the honeymoon period phenomenon where new employees still have high enthusiasm and expectations for the organization.

The dominance of health workers reaching 67.19% of the research sample strengthens the findings, considering that the health profession has a high moral responsibility dimension in patient care, thus demanding a strong organizational commitment. Employees with high organizational commitment tend to show greater dedication in providing quality health services, which ultimately has a positive impact on job performance. This finding strengthens the three aspects of organizational commitment according to Mowday et al. (1982), namely identification with the organization reflected in the pride of employees of Kharisma Paramedika Hospital to be part of a health service organization with an organizational commitment level of 83.59% in the high category, involvement that shows the willingness of employees to make serious efforts in carrying out medical and non-medical tasks that have a direct impact on improving job performance, and loyalty that describes a strong desire to maintain membership in the organization which is very important to maintain continuity of health services.

Hospitals as health service organizations provide a special dimension to this finding, where employee performance not only impacts organizational productivity but also patient safety and satisfaction. Highly committed employees towards the organization tend to be more consistent in carrying out medical procedures, more responsive to patient needs, more proactive in maintaining service quality, and more responsible in emergency and critical situations. Based on the Social Exchange Theory which is the basis of the research, the influence of organizational commitment on job performance can be explained through a balanced social exchange mechanism, namely the reciprocity mechanism where employees who feel support and recognition from the organization will respond by improving performance, emotional attachment which encourages employees to give extra effort in work because of a strong emotional bond with the organization, and value alignment which creates intrinsic motivation to perform optimally due to the alignment between personal values and organizational values.

These findings provide strategic implications for the management of RSU Kharisma Paramedika to continue to maintain and improve organizational commitment through employee development programs, implementation of a fair reward system, and creation of a conducive work environment, considering the significant influence of organizational commitment on employee job performance in the context of health services. Strategies to improve organizational commitment can be carried out through the provision of ongoing training that is relevant to the needs of the health profession, mentoring programs for new employees, the formation of an organizational culture that supports work-life balance, certification programs and technical competency development, implementation of a fair reward system based on performance, periodic employee achievement recognition programs, transparent and merit-based promotion systems, clear career path programs, competitive compensation with the industry, and employee involvement in operational decision making.

The contribution of organizational commitment to task performance reached 49.9%, farhigher than its contribution to overall job performance which was only 36.7%. This finding reflects that employees of Kharisma Paramedika Hospital with high organizational commitment show very good performance in the technical aspects of their work. According to Motowidlo (2003), task performance refers to employee behavior that contributes directly to the production of goods or the provision of organizational services. In the context of Kharisma Paramedika Hospital, task performance is identified as the ability of employees to carry out medical, administrative, and service tasks in accordance with established operational standards. This finding is supported by research (Chu et al., 2023; Sofiana et al., 2025; Widodo et al., 2020) which shows that organizational commitment has a positive influence on employee task performance. In the context of health services, optimal task performance has very critical implications because it is directly related to patient safety and health. Employees with high organizational commitment will demonstrate consistency in following medical protocols, accuracy in drug administration, thoroughness in monitoring patient conditions, and accuracy in medical documentation. These behaviors are manifestations of aspects of identification with the organization, where employees understand and internalize the organization's values related to quality and patient safety, as well as aspects of active involvement in carrying out professional responsibilities.

The contribution of organizational commitment to contextual performance reached 46.6%. This finding indicates that employees with a high level of organizational commitment tend to show better contextual work behavior, which includes voluntary activities outside of formal tasks to support the overall effectiveness of the organization. According to Motowidlo (2003), contextual performance refers to employee behavior that supports the organizational, social, and psychological environment in which technical tasks are carried out. Borman & Motowidlo (1997) added that contextual performance includes various voluntary behaviors such as helping coworkers, actively participating in organizational activities, and showing initiative for organizational progress.

Empirical support for this finding is also obtained from research by Aryani & Widodo, (2020) which shows that organizational commitment is a strong predictor of contextual performance. Podsakoff et al. (2000) strengthens this argument by proving that organizational commitment is an important antecedent of organizational citizenship behavior, which is a major component of contextual performance. A meta-analysis conducted by Lepine et al. (2002) also shows a consistent positive correlation between organizational commitment and

various dimensions of contextual performance across industries, including the health sector. Vigoda-Gadot (2007) in his research shows that leadership style and organizational climate

CONCLUSION

The results of this study indicate that Organizational Commitment significantly contributes to improving employee Job Performance at RSU Kharisma Paramedika, particularly in aspects of task performance that directly impact patient safety and the quality of medical services. Therefore, management is advised to optimize organizational commitment through structured career development strategies, continuous training, fair and performance-based reward systems, and the creation of a work culture that supports work-life balance. Additionally, other strategies such as merit-based promotions, employee involvement in decision-making, competitive compensation, and effective organizational communication are also important to implement. These efforts should be directed toward strengthening the three dimensions of organizational commitment: identification with the hospital's vision and mission, involvement in operational processes, and loyalty built through a performance appreciation system. Human resource development should focus not only on improving task performance but also contextual performance. To address Counterproductive Work Behavior (CWB), a more comprehensive approach is needed, considering factors such as working conditions, leadership, stress levels, and personality characteristics. Further research is recommended to include variables such as job satisfaction, leadership style, organizational culture, and work engagement as performance predictors, as well as testing the role of moderator or mediator variables such as demographic characteristics, tenure, and job position. Expanding the sample to other healthcare institutions with different characteristics and using more varied data collection methods, such as direct observation and supervisor evaluations, will enhance the validity and generalizability of the findings. This study serves as an important foundation for RSU Kharisma Paramedika in designing strategies to enhance organizational commitment and employee performance in a more effective and sustainable manner.

AUTHOR CONTRIBUTIONS

Author 1: Conceptualization; Project administration; Writing - review and editing; Methodology; Writing - original draft; Investigation; Formal analysis.

Author 2: Conceptualization; Data curation; Validation; Supervision; Writing - original draft.

Author 3: Data curation; Validation; Writing - original draft; Translation.

CONFLICTS OF INTEREST

The authors declare no conflict of interest

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