

THE INFLUENCE OF ORGANIZATIONAL COMMITMENT, JOB SATISFACTION, AND LOCUS OF CONTROL ON EMPLOYEE PERFORMANCE IN THE HEALTH SECTOR INDUSTRY

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PROCEEDING

**THE 18TH
MALAYSIA INDONESIA INTERNATIONAL
CONFERENCE ON ECONOMICS, MANAGEMENT
AND ACCOUNTING (MIICEMA)**

“Towards Economic Stability and Sustainability: Economics, Management, and Accounting Perspectives”

Bogor, October 4th-5th, 2017



Malaysia Indonesia International Conference on Economics, Management and Accounting



WELCOMING SPEECH

the 18th Malaysia Indonesia International Conference on Economics, Management and Accounting (MIICEMA)

“Towards Economic Stability and Sustainability: Economics, Management, and Accounting Perspectives”

4-5 October 2017

Honorable Guests,

Vice Rector for Research and Collaboration, Bogor Agricultural University

Dean of the university members of MIICEMA

Dean of Members of Cooperation Board of Public University in West Region (BKS PTN Wilayah Barat)

Esteemed resource persons, Academician, researcher, policy maker, Distinguished Guests, Dear colleagues, friends, ladies and gentlemen

Assalaamu'alaikum Wr. Wb.,

Peace be on us, ³² all praise is due to Allah, Lord of the worlds, praise that befits Your Majesty and Sovereignty.

It is a great honour for me to welcome all of you to IPB Convention Centre - Bogor. On behalf of the organizer, Faculty of Economics and Management IPB, of the **18th Malaysia Indonesia International Conference on Economics, Management and Accounting (MIICEMA)** on **“Towards Economic Stability and Sustainability: Economics, Management, and Accounting Perspectives”**. I would like to express my most sincere gratitude for your presence in this Conference as the gateway to the initiation to our discussions (and to particularly extend a warm welcome to the distinguished participants from Malaysia).

Honorables, distinguished guests, fellow participants,

Before I turn to the specific topics we will ²⁷ discussing today, let me quote an interesting statement from the great British statesman Winston Churchill (1874-1965). He used to say: “I am always ready to learn although I do not always like being taught”. I invite you to teach us what you know as the fruit of your research and the many hours spent in your

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laboratories or in front of your computer, in trying to elucidate the mysteries of the global economy and the causes of unsustainable Economic development, particularly in the case of Indonesia and Malaysia.

Some of you maybe familiar with several TV programs such as a year million, the known earth, evacuate earth, end day and several other related programs. All of those programs are presenting the prediction of the future of our beloved earth. Indeed, these are all not 100 percent valid but we still can take a lesson from the stories, hence “we need to anticipate, we need to make our economic activities sustainable, so it can minimize the burden of our beloved earth”.

Sustainability is not the only issue that will be discussed in this conference, here we also raise the issue of stability. About two months ²⁴, the central bank of Indonesia held an international conference and the topic was about the VUCA world. VUCA is the acronym of **volatility, uncertainty, complexity and ambiguity**. This shows that stability is also importance and relevant to be addressed in this conference.

Dear distinguished speakers and beloved participants,

In this conference, we will have 2 plenary session with 10 distinguished speakers and 4 parallel sessions. In total, there will be 96 papers that will be presented in the parallel session. Among 96 papers, we will select 15 best papers and these paper will be published in the scopus indexed journal.

In the next two days we will have not only a conference, but also two formal meetings namely, BKS PTN Barat meeting and MIICEMA meeting. Moreover, we will also have a Workshop on Scopus indexed Journal Management. This workshop is free for all conference participants and will be held tomorrow afternoon in this ballroom.

Once again I would like to thank all of you, dear colleagues and fellow-researchers, because our success is the merit of having all of you here to show the results of your excellent ¹⁸ daily work which is essential to the economic development of Indonesia and Malaysia. You are the real stars of this conference, and we, the organizers, are but the instruments to bring together the best minds involved in the research of these economic, management, and accounting. Therefore, thank you so much for being here.

Last but not least, I would like to say: “Have a nice and fruitful international conference and I wish all days are interesting and beneficial workshop. Have a pleasant stay in Bogor!”

Thank you for your attention.

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IPB International Convention Centre, October 4th-5th, 2017

FINAL AGENDA

Day 1: Wednesday, October 4th, 2017			
Time	Agenda		Location
08.00 – 09.00	Registration and Morning Coffee		Ballroom 1
09.00 – 09.15	Opening Ceremony	1. Vice Rector of IPB: Prof. Dr. Ir. Anas Miftah Fauzi, M.Eng 2. Head of Organizing Committee: Dr. Tony Irawan, SE, M.App.Ec	Ballroom 1
09.15 – 12.00	1 st Plenary session: “Sustainable Economy for Future Directions/ Development”	1. Christopher Bennett Adjunct Professor – University of British Columbia, Canada 2. R. Edi Prio Pambudi – Indonesian Coordinating Ministry for Economic Affairs 3. Asep Suryahadi – Executive Director of SMERU Research Institute 4. Prof. Dr. Norman Mohd Saleh – Dean of Fakulti Ekonomi dan Pengurusan, Universiti Kebangsaan Malaysia	Ballroom 1
12.00 – 13.00	Lunch Break		
13.00 – 15.15	Parallel session 1 BKS PTN Barat Meeting		Meeting Room 1-4 Ballroom 1
15.15 – 15.30	Coffee Break		
15.30 – 17.45	Parallel session 2 MIICEMA Meeting		Meeting Room 1-4 Ballroom 1
18.30 – 20.00	Gala Dinner		Ballroom 1

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Day 2: Thursday, October 5th, 2017			
08.00 - 08.45	Registration and morning coffee		Ballroom 1
08.45-09.00	Opening Speech	Dean of Faculty of Economics and Management IPB– Prof. Dr. Yusman Syaukat, M.Ec	Ballroom 1
09.00 – 12.00	2 nd Plenary session “Food Security within the Framework of Economics and Technology”	<ol style="list-style-type: none"> 1. Head of Indonesian National Agency of Drug and Food Control- Dr. Ir. Penny Kusumastuti Lukito MCP 2. Chairman of PERHEPI - Prof. Dr. Ir. Hermanto Siregar 3. Chairman of ISEI - Prof. Bustanul Arifin 4. IT Expert - Prof. Kudang B. Seminar 5. Food Security Expert - Bambang Riyanto, M.Si 6. CEO Agrisocio – Alfi Irfan, SE 	Ballroom 1
12.00 – 13.00	Lunch Break		
13.00 – 15.15 55	Paralel Session 3 Workshop “Journal Management”		Meeting Room 1-4 Ballroom 1
15.15 – 15.30	Coffee break		
15.30 – 17.45	Parallel Session 4 Workshop “Journal Management”		Meeting Room 1-4 Ballroom 1
17.45 – 18.00	Clossing Ceremony		

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THE INFLUENCE OF ORGANIZATIONAL COMMITMENT, JOB SATISFACTION, AND LOCUS OF CONTROL ON EMPLOYEE PERFORMANCE IN THE HEALTH SECTOR INDUSTRY

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ABSTRACT

Government regulation No.25 in year of 2000 explain decentralisation in the health sector, it propose that excellence health services to the public community have to be well implemented. To provide the excellence service in the health sector industry a company should have competent human resources as an important factor to increase organization performance. The objective of this research is to examine the influence of organizational commitment, job satisfaction, and locus of control on employee performance on health department. We use survey method to distribute the questionnaire. The sample size in this study was 100 respondents. We operate multiple linear regression to analyze the data statistically. The result reveals that organizational commitment, job satisfaction, and locus of control significantly influence employee's performance, both simultaneously and partially. The statistical test results show that organizational commitment, job satisfaction and locus of control simultaneously have a significant effect on the performance of health service employee. Partially statistical test result shows Organizational Commitment has a significant positive effect on the performance of Health Department employees. Job Satisfaction and Locus Of control have a significant positive effect on the performance of Health Department employees. In general, the response of health department employees to each variable has a fairly good response.

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Keywords: Organizational commitment, job satisfaction, locus of control, Performance

INTRODUCTION

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Health development is a part of national development that aims to increase awareness, willingness and ability to live healthy for everyone, in order to realize the highest degree of public health. The health development is the effort of the entire potential of the Indonesian people both society and government. In the implementation of decentralization and regional autonomy in the field of health based on PP. 25 Year 2000, then public health service in autonomous region, of course require good performance from organization personnel to be able to provide excellent service to society. In this case human resources (human resources) will be a critical success factor in every health program. ³⁷alth Office of Central Bengkulu Regency is a government agency or SKPD within the **Government of Central Bengkulu Regency** which has the main duty of implementing government authority in health sector.

In order to support and carry out the main tasks and functions of Health Office of Central Bengkulu Regency, of course, must be supported by human resources that have high performance. Performance according to Mangkunegara (2007) is the work of quality, and the quantity and responsibility by an employee in performing the tasks assigned to him. Employee performance is important to achieve organizational goals. In accordance with that proposed by Rivai (2005) that "Employee performance is a very important thing in the company's efforts to achieve its goals". Of course performance does not form by itself, but there are other factors that influence it including organizational commitment, job satisfaction and locus of control.

At the Health Office of Central Bengkulu Regency, based on preliminary observations made by the researchers, the performance of Health Agency staff of Central Bengkulu Regency at this time there are still things that are less than the maximum because some employees can not complete the number of jobs assigned to him on time. This is due to the number of jobs quite a lot, while personnel serving the limited serving, for field duty officers who must distribute the drug to health centers and pustu located in remote areas where roads and terrain are difficult to reach. Sometimes employees are still asking for advice, guidance and improvement from superiors, because they are doing new jobs differently than before because they move from other agencies that are different types of jobs and duties.

Furthermore, organizational commitment has an effect on to the performance of health officer of Central Bengkulu Regency Health Office. Employees with organizational commitment tend to feel proud to be members of the organization, and have thoughts of staying within the organization, feeling they will find problems and obstacles if they leave the organization. But at the Health Office of Central Bengkulu Regency there are still employees who prefer to be in the Health Office of Central Bengkulu Regency, because there is a mutation of employees, and moved to other agencies at the request of the employees themselves for various reasons.

In addition to organizational commitment, employee job satisfaction affects the performance of health personnel of Central Bengkulu Regency. Public health improvement activities will work well if employees get job satisfaction from their daily work. The frequency and opportunities for promotion of structural positions for employees are not frequent because they have to meet the criteria set by the National Personnel Board (BKN) and also through the Baperjkat process. But permanent employees get promoted periodically.

Performance is also influenced by the locus of control. At the Health Office of Central Bengkulu Regency there are still employees who feel like what happens in work is largely determined by others who have the power of their superiors. This is because the limitations of the authority of the employees, and the right to make decisions are the boss. In addition, there is no forward planning work because it is considered a futile job. This is because all activities and work at the Health Office of Central Bengkulu Regency is determined by the strategic plan (Renstra) and the work plan (Renja) set by the supervisor, and the employees do the routine work only.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Job Performance

According to Schuller (1999) performance is what people do not what is produced. Good performance ⁹ is a step towards achieving company goals. The performance of the organization is a description of the level of achievement of the goals or objectives of the ⁹ organization as a description of the vision, mission, indicating the level of success and failure of the implementation of activities in accordance with the program and policy set.

According to Wright and Bonett (2002) organizational commitment affects the business of employees in work and this business is a factor ⁵¹ it has an influence on the performance of these employees. Brown (1996) suggests that there is a correlation relationship between organizational commitment and other work related to overall job satisfaction, performance, stop ^w ³⁰ing, with an employee's personality. As stated by Luthans (2006) and Robbins (2006) which states that job satisfaction affects the performance of employees in particular there are productivity, absenteeism and level of employee turnover (turn over). The correlation of satisfaction with performance is stronger for higher level employees, in other words relationships will be more relevant for individuals in professional positions, providers and managers. Bello (2001) states that one of the important variables that become the output of the locus of control is organizational performance. Employees with high internal locus of control, will strive to achieve high learning achievement so as to be able to ⁴¹ply training outcomes to work that affect performance (Kustini, 2005). Patten (2005) stated that the locus of control has a significant effect on the achievement of a performance within the organization.

Organizational Commitment

¹⁵³chanan (1997) defines commitment as employee acceptance of organizational values (identification), psychological involvement (psychological immerson), and loyalty (affection attachement). Employees who commit to the organization will show positive attitudes and behaviors towards their institution, employees will have a soul to keep defending their organization. Allen and Meyer (1997) faced organizational commitment consisting of three distinct components:

1. ³ommitment as affective attachment to the organization (Affective Commitment / AC). Affective components relate to emotional, employee identification and involvement within an organization. ⁶⁴
2. Commitment as percep³ive cost associated with leaving the organization (Continuance Commitment / CC). The continuance component means a component based on the employee's perception of the disadvantage he will face if he leaves the organization.

3. **Commitment** as a conviction to remain in the organization (Normative Commitment / NC). The normative component is the employee's feelings about the obligations he has to give to the organization. ⁴⁸

From the above description can be formulated hypothesis:

H1: Organizational commitment has a positive effect to the performance of employees of Central Bengkulu District Health Office. ¹⁴

Job Satisfaction

Job satisfaction reflects a person's feelings toward his work is visible in the employee's positive attitude with work, and everything he ⁵ faces in his work environment. Furthermore, according to Hasibuan (2006) job satisfaction is the job satisfaction enjoyed in the work by obtaining praise of the work, placement, treatment, equipment, and atmosphere of a good working environment.

There are several determinants of job satisfaction proposed by Celluni and Devries (Mas'ud, 2004). Among these are 1) Work it self, 2) Relationship with supervisor, 3) Worker's partner, 4) Promotion and 5) Salary or wages (pay). ⁵

H2: Job satisfaction has a positive effect to the performance of employees of Central Bengkulu District Health Office. ⁶⁰

Locus of Control

Locus of control shows the level of individual belief about the extent to which they can control events that affect their lives (Rotter, 1990). As for employees of locus of control as a belief of each individual employee about his ability to be able to affect all events related to himself and his work. Individuals who have confidence that the fate or events in his life are under his control, said the individual has an internal locus of control. While individuals who have the belief that the environment that has control over the fate or events that occur in his life said the individual has an external locus of control. According to Crider (2003) the characteristic differences between internal and external locus of control are as follows: ²

1. Locus of internal control consists of 1) hard work, 2) high initiative, 3) always trying to find problem solving, 4) always try to think as effectively as possible, 5) always have perception that effort must be done if want successful ²
2. Locus of external control consists of 1) lack of initiative, 2) easily give up, less like trying because they believe that outside factors that control, 3) lack of information, 4) have hope that there is little correlation between effort and success, 5) It is easier to be influenced and dependent on the instructions of others. ³¹

H3: Locus of control has a positive effect to the performance of employees of Central Bengkulu District Health Office.

RESEARCH METHOD

We organize the survey method in our research. Data used in this research are: ¹⁹ 1) Direct interview with employees about organizational commitment, job satisfaction, locus of control and influence on performance of health officer of Central Bengkulu Regency. 2) Questionnaires that are logically related to the research problem.

RESULT

Respondent Carracteristic

Characteristics of respondents in this study, among others, by sex, age, education, employment and rank / class as shown in the following Table 1.

No	Demography	Interval	Respondent	Percent (%)
1	Gender	Male	68	68,00
		Female	32	42,00
		Jumlah	100	100
2	Age	21-30 years old	29	29,00
		31-40 years old	46	46,00
		41-50 years old	25	25,00
		Jumlah	100	100
3	Educational Background	DIII/DIV	63	63,00
		SI	35	35,00
		S2	2	2,00
		Jumlah	100	100
4	Tenure	1-10 years	35	35,00
		11-20 years	45	45,00
		> 20 years	20	20,00
		Jumlah	100	100
5	Group/Class	Class IV	9	9,00
		Class III	50	50,00
		Class II	41	41,00
		Jumlah	100	100

Based on the data obtained from questionnaires distributed to employees, it can be seen the demographic characteristics of respondents in this study as many as 68 male respondents (68%), and female respondents as many as 32 people (32%), berdasarkan age most respondents are in the age range 31-40 years old as many as 46 people (46%), based on education most of the respondents are Diploma (DIII / DIV) that is as many as 63 people (63%), based on years of service, most respondents are in the range of 11-20 years 45 people (45%) and based on the rank / group, most of the respondents are as many as 50 people (50%) are in the rank / class III.

25 Linear Regression Analysis

The regression model is a model used to analyze the effect of various independent variables on one dependent variable (Ferdinand, 2006). The results of data processing are summarized as follows:

Table 2 Result of Regression Analysis

33 Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.253	7.773		1.962	.053
Commitment	.299	.129	.234	2.319	.023
Satisfaction	.325	.155	.244	2.094	.039
Locus of Control	.480	.219	.223	2.188	.031

Dependent Variable: performance.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$\text{Employee Performance} = 15,253 + 0,299\text{KO} + 0,325\text{KK} + 0,480\text{LOC}$$

Where:

a = Constants

b1 = Beta1, b2 = Beta2, b3 = Beta3

Y = Employee Performance (KP)

X1 = Organizational Commitment (KO)

X2 = Job Satisfaction (KK)

X3 = Locus Of Control LOC

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The interpretation of the regression equation can be explained as follows:

- 1) The constant (a) indicates a constant value, where if the value of the independent variable is equal to zero, then the Health Service Performance of Central Bengkulu Regency = 15 (Y). 16
- 2) Regression Coefficient of Organizational Commitment (KO) of 0.299; meaning that if other independent variables are fixed and Organizational Commitment (KO) increases, employee performance increases. Coefficient of positive value means there is a positive relationship between Organizational Commitment with the Performance of Health Officials of Central Bengkulu Regency, the higher the Organizational Commitment, the Performance of Health Officials of Central Bengkulu Regency is increasing. H0 is not supported means organizational commitment has an effect on the real performance of employees. Ha1 is Supported.
- 3) Regression coefficient of Job Satisfaction (KK) of 0.325; meaning that if other independent variables are fixed and KK increases, then Employee Performance increases. Coefficient of positive value means there is a positive relationship between Job Satisfaction with Employee Performance, Increasing Job Satisfaction, Performance of Health Officials of Central Bengkulu Regency is increasing. H0 is not supported, means that job satisfaction significantly effect the performance of employees. Ha2 is Supported.

4) The regression coefficient of Locus Of Control (LOC) of 0.480; meaning that if other independent variables are fixed and Locus Of Control (LOC) increases, then Employee ¹⁶ performance increases. Coefficient of positive value means there is a positive relationship between Locus Of Control with the Performance ¹⁹ Health Service Official of Central Bengkulu Regency, the increase of Internal Locus Of Control, the Performance of Health Service Official of Central Bengkulu Regency is increasing. H0 is not supported, it means locus of control significant effect on employee performance. Ha3 is Supported

The result of hypothesis is assumed in the models of organizational commitment, job satisfaction, and locus of control influence to performance of health officer of Central Bengkulu Regency. F test results are conducted to test whether the variable of organizational commitment, job satisfaction and Locus of control are as a predictors of the Performance of Health Service Officers of Central Bengkulu Regency, in the context of Goodness of Fit Models.

Table 3 F test for Goodness of Fit Model ³⁵

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8569.226	3	2856.409	15.144	.000 ^a
Residual	18107.284	96	188.618		
Total	26676.510	99			

a. Predictors: (Constant), Locus of Control, Commitment, Satisfaction

b. Dependent Variable: Peformance

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Based on the above table the value of F arithmetic = 15.144 and F table 2.70, with a significant level of 0.05. Thus, it can be concluded that the model are Fit and has a significant F test to Performance of Health Service Officer of Central Bengkulu. We conclude that the model of this reach has a significant goodness of fit.

DISCUSSION

To support and be upgraded from organizational commitment include employee willingness to plunge and engage in organization, work and strive for organizational progress, provide energy, thoughts, ideas, time for the organization to grow and achieve progress, provide positive information about organization to others outside the organization, highlight the organizational advantages and feel proud to be a member of the organization, and have thought to remain in the organization, feeling that they will find problems and obstacles if they leave the organization. Efforts that can be done Health Office of Central Bengkulu Regency is to put the profession in accordance with the education that has been obtained. This means that the health service is able to place people according to their own bidan's expertise.

Some variable that should be improved in job satisfaction is maintaining good relationships between employees with superiors and between employees with co-workers so that what will be achieved by the District Health Office Bengkulu can be realized with the support of all elements of the organization and employee satisfaction can be realized with the achievement of each goal organization. To fulfill job satisfaction, a person performs activities or activities, and to work according to the needs they want to fulfill in their life. Job satisfaction has an important role for every organization, job satisfaction will contribute to the effort to improve performance in Health Office of Central Bengkulu Regency.

The locus of control of the Central Bengkulu District Health Office is the employee's belief about the extent to which they can control the events affecting their work as employees. Some things that still need to be improved by Health Officer of Central Bengkulu Regency from the locus of control is to increase the sense of responsibility for the work he has to accomplish to achieve the desired goals ²⁹ always be grateful for what he has accomplished even though it is a disadvantage in accordance with the foundation vision and mission of health office of Central Bengkulu Regency.

CONCLUSION

In this case, some variables need to be improved from the performance among others Employees in completing the work still ask for advice, direction and improvement from superiors. Efforts that can be done by the Health Office of Central Bengkulu Regency is to include employees in Bimtek and Diklat related to the field of work so that employees understand and master the field of work in the field of health, so that later able to work independently, do not ask for advice, direction, and improvement from superiors . Furthermore, encourage employees to study the operational guidelines and juknis associated with employee tupoksi. Subsequently sanctioned at puskesmas, posyandu, pustu, postkesdes which submitted late report, because so far there is no sanction late report for puskesmas, posyandu, pustu, poskesdes. In addition, the Health Office of Central Bengkulu District commissioned employees to collect data and reports from health centers, posyandu, pustu, poskesdes, in order to quickly be done and made a report by the Health Office of Central Bengkulu Regency.

Result of analysis of frequency distribution of employee response to job satisfaction variable in Health Service of Regency of Bengkulu Tengah categorized good enough. The result of distribution analysis of frequency of employee response to Locus Of Control (LOC) variable at Health Office of Central Bengkulu Regency is quite good. Result of analysis of frequency distribution of employee response to employee performance variable in Health Service of Regency of ⁴Bengkulu Tengah categorized good enough. Organizational commitment, job satisfaction and locus of control simultaneously have a significant effect on the performance ³⁶ health personnel of Central Bengkulu Regency. This means that increasing the Organizational Commitment, job satisfaction and locus of control together will improve employee performance.

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It is suggested for Health Office of Central Bengkulu Regency, the result of this research can be as an input in order to make better efforts to increase organizational commitment, job satisfaction, locus of control and performance of employees for the achievement of organizational objectives and implement the authority of regional autonomy in the field of health. For Health Department employees are expected to make efforts to improve and improve organizational commitment, job satisfaction, and employee performance. For academics and other researchers can be additional reading material and references. As well as for further research, it is hoped that the results of this study 19 can provide an overview of the effect of organizational commitment on job satisfaction and locus of control on the performance of health personnel of Central Bengkulu Regency.

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