

## Employee Motivation and Perceptions toward the Importance of Hospital Accreditation on Service Commitment at Pelita Insani Martapura Hospital

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### ABSTRACT

**Background:** Hospital accreditation is a form of appreciation for hospital organizations that have met the service standards set by the government. Perceptions and motivations about the importance of accreditation for hospital institutions and employees are needed to foster a sense of service commitment in employees for the realization of a quality service system. The purpose of this study was to determine the relationship between perceptions of the importance of Hospital Accreditation with participation, commitment, job satisfaction, and employee performance.

**Subjects and Method:** A cross sectional study was conducted at Pelita Insani Martapura Hospital, South Kalimantan, Indonesia. The research population is hospital employees. The sample is 153 hospital employees selected by proportional random sampling. The dependent variable is work commitment. The independent

variables are perceptions of the importance of accreditation and motivation. Data were collected using observation sheets and questionnaires and analyzed by multiple linear regression.

**Results:** High perception about the importance of accreditation ( $b = 0.06$ ; 95% CI = 0.02 to 0.13;  $p < 0.001$ ) and strong motivation ( $b = 0.31$ ; 95% CI = 0.31 to 0.71;  $p = 0.006$ ) increased employee commitment.

**Conclusion:** High perception of the importance of accreditation and strong motivation to increase employee work commitment.

**Keywords:** commitment, perception, motivation, accreditation

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### BACKGROUND

Efforts to improve the quality of community life is an important role for hospitals. In this era, the number of hospitals is increasing rapidly and there are many. Data from the Ministry of Health of the Republic of Indonesia stated that in 2018 the number of hospitals in Indonesia was 2,820 units (Menkes, 2002). This condition causes competition among hospitals to always try to provide the best service to attract the public. Efforts made by the Ministry of Health for this are through the accredita-

tion of hospitals, both government and private, whose ultimate goal is to maintain service quality. The legal basis for implementing hospital accreditation in addition to Law No. 23 of 1992 on health is the Minister of Health Regulation No. 159 b of 1988 which regulates Hospital Accreditation. S.K Director General of YanMedik No. YM.02.03.3.5.2626 concerning the Commission for Accreditation of Hospitals and Other Health Facilities (KARS).

Since the use of the 2012 version of the Hospital Accreditation standard

instrument, there has been a significant change, from the original standard focuses on service providers to patient-focused service (Sutoto, 2016). The application of accreditation standards encourages changes to higher quality hospital services and increased collaboration between professional disciplines in patient care (Manzo, 2012). Hospital accreditation has a positive impact on the quality of care provided to patients and patient satisfaction (Yildiz, 2014). The implementation of the 2012 version of the Hospital Accreditation standard has benefits, among others, hospitals listen more to complaints/criticisms and suggestions from patients and their families. In addition, the hospital will also try to respect the rights of patients and involve patients in the treatment process as partners. Patients and their families are invited to dialogue in determining the best treatment. The expected impact is that hospitals that make efforts to improve service quality and patient safety can increase public trust (Wulandary, 2017).

One of the problems facing Pelita Insani Martapura Hospital at this time is that there is a number of employees choosing to resign or terminate contracts unilaterally. Based on the report in the field of hospital resources, 17 employees have resigned since the hospital was established. More than 50% of employees who choose to resign have reasons to have received job offers from other agencies. There is a problem with the lack of employee commitment, it is feared that it will affect the mindset and perceptions of other employees to choose to do the same thing.

In addition to the problem of lack of commitment above, another problem that is currently being faced is the poor performance of employees at the hospital. Based on the data on the performance

appraisal of employees and hospital staff, the average employee has a score of 2.45 where the score can be categorized as a fairly good performance. The assessment is based on aspects of personality and behavior, performance and work results, as well as work processes where most employees have low scores on aspects of achievement and work results. Lack of employee motivation in carrying out their duties and obligations is suspected to be the cause of problems (Apriliana, 2013). Some of these problems are feared to affect the quality of health services and the results of hospital accreditation in the next period.

Private hospitals in the South Kalimantan area have only been surveyed once by the Hospital Accreditation Commission (KARS), namely in 2016, all of which were declared to have passed the first time. Since the survey conducted by KARS in October 2016, there have been many changes in standards that must be applied by hospitals. Has a total of 247 employees. The preparation process carried out began to involve all hospital employees and their supporting components. Various obstacles occurred, especially the need for facilities that were not up to standard, including efforts to increase employee participation and commitment. There are so many professions that work in this private hospital, for example doctors, nurses, medical supports (dietists, nutritionists, and others). In addition, there are employees who act as administration covering the fields of accounting, law, communication, computers, and others who must support the patient care process. Each of them can have a different perception of the application of accreditation standards.

The type of hospital service activity is not merely one type of health service, but also other supportive services (laundry, easy registration, ease of payment, etc.) that

should be carried out according to established standards. Likewise, the type and level of education, the type of work, and the types of responsibilities which of course can potentially affect perceptions and participation in hospital accreditation. Accreditation must be fulfilled and implemented in a long term or continuously, and not only during the Accreditation survey. Research related to employee perceptions of the benefits of implementing Accreditation Standards is interesting to study more deeply. Perceptions can be very heterogeneous, which of course also related to participation, commitment and job satisfaction. With this, the purpose of this study is to analyze the relationship between perceptions of the importance of Hospital Accreditation with participation, commitment, job satisfaction, and employee performance.

## SUBJECTS AND METHOD

### 1. Study Design

This cross sectional study was conducted at Pelita Insani Martapura Hospital, South Kalimantan, Indonesia.

### 2. Population and Sample

The population in the study were all hospital employees. The sample is 153 hospital employees at Pelita Insani Martapura Hospital, selected by proportional random sampling.

### 3. Study Variables

The dependent variable is service commitment. The independent variables are employee motivation and perception about the importance of accreditation.

### 4. Operational Definition of Variables

Service commitment is an attitude that reflects the extent to which an individual knows and is related to his organization.

Employee motivation and perceptions about the importance of accreditation are the process that explains the intensity of individual effort to achieve goals and the process of understanding and interpreting the stimulus into a meaning about the importance of accreditation.

### 5. Instrument

Data were collected using observation sheets and questionnaires.

### 6. Data Analysis

The data that has been collected was tested using logistic linear regression statistical test to determine the effect of the independent variable on the dependent variable.

### 7. Ethical Research

This research has also been undergone the research ethics commission of the Indonesian Institute of Health Sciences Strada Kediri with Number: 1653/KEPK/XI/2019.

## RESULTS

### 1. Sample Characteristics

Table 1 reports the frequency distribution of the research subjects' characteristics. Table 1 shows that almost half of the total sample is aged 31 years (49.7%). Most of the employees are male (51%). Most of the research subjects had an undergraduate education level (87.6%). More than half of the study subjects had worked for 5 years (60.8%).

### 2. Multivariate Analysis

Table 2 shows the results of linear regression analysis of the relationship between perceptions of the importance of accreditation and motivation to work commitment of hospital employees. Table 2 shows that perception is high ( $b = 0.06$ ; 95% CI = 0.02 to 0.13;  $p < 0.001$ ) and motivation is strong ( $b = 0.31$ ; 95% CI = 0.31 to 0.71;  $p = 0.006$ ).

**Table 1. Frequency Distribution of Research Subject Characteristics**

Variable	n	%
<b>Age</b>		
Age ≤30 years	76	49.7
Age 31-35 years	56	36.6
Age 35-40 years	21	13.7
<b>Gender</b>		
Male	78	51
Female	75	49
<b>Education</b>		
Diploma III/DIII	19	12.4
Bachelor degree/S1	134	87.6
<b>Working Year</b>		
≤ 5 years	93	60.8
6-10 years	50	32.7
> 10 years	10	6.5
<b>Motivation on the Importance of Accreditation</b>		
Low	83	54.2
High	70	45.8
<b>Perception toward Importance of Accreditation</b>		
Negative	75	49
Positive	78	51
<b>Service Commitment</b>		
Committed	71	46.4
Not committed	82	53.6

**Table 2. Results of multiple linear regression analysis**

Independent Variable	b	95% CI		p
		Lower limit	Upper limit	
Perception on the importance of accreditation	0.06	0.02	0.13	<0.001
Motivation	0.31	0.31	0.71	0.006
N Observation= 153				
Adj R <sup>2</sup> = 47.3%				
p <0.001				

## DISCUSSION

### 1. Analysis of the influence of motivation on service commitment at Pelita Insani Hospital

Motivation is a willingness to give more effort and effort to achieve organizational goals caused by the willingness to satisfy individual needs (Robbins, 1996). According to Neese and Donna (1996) states that with high motivation it will create a commitment to what is their responsibility

in completing each job. The results also show that there is a significant influence between motivation and service commitment of Pelita Insani hospital employees, where employees with high work motivation are 0.3 times more likely to have a better service commitment than employees with low work motivation. These results are in line with Panjisadewa (2015) which states that motivation has a positive and significant direct influence on commitment,

where the better the motivation of an employee, the higher the commitment that will be owned.

With regard to service commitment problems that occur at Pelita Insani Hospital, it is closely related to the lack of need for achievement in a number of employees. Through a questionnaire given by the researcher, several employees stated that the lack of rewards (awards) given made these employees have low motivation to excel at work so that this could reduce their service commitment. The need for achievement is a form of desire to do a job better and superior (Harlie, 2010). To create these conditions, a stimulus is needed for employees to increase enthusiasm at work. One of them is the provision of rewards for employees who are able to increase work productivity and increase hospital service satisfaction. Giving the right reward is expected to foster better work motivation which in turn will increase service commitment to every Pelita Insani hospital employee.

## **2. Analysis of the influence of perceptions on service commitment at Pelita Insani Hospital**

According to Robbins & Judge (2013) in their study states that an employee's perception can have a direct effect on an employee's participation. One's participation can increase commitment to the decision. Therefore, perception has a positive role on the performance and work productivity of an employee. The relationship between the perception of a hospital officer on the commitment to health services is quite significant where it will be able to affect the accreditation results that will be obtained by the hospital later. The results showed that there was an influence on the perception of Pelita Insani Hospital officers on the commitment to health services provided. These results are in line with

Kalkavan and Katrinli (2014), which states that perception has a positive effect on employee organizational commitment. In achieving good accreditation results, hospitals must provide a stimulus to all health workers to create a perception that health workers will also benefit from the accreditation.

According to Tumwesigye (2010), employee commitment to the organization where he works can be created because of a positive perception of organizational support for the employee. The same perception between hospital management and health workers about the benefits of implementing hospital accreditation will make the accreditation standards carried out become a guideline for all employees to carry out their routine work. Negative perceptions which assume that accreditation will only increase the workload of employees must be minimized so that cooperation and high morale of all employees will be created (Azhar, 2019). Based on several statements from Pelita Insani Hospital employees through questionnaires, some employees stated that there were still some deficiencies in organizational support for employees which caused employees' perceptions of the hospital to be negative. This of course can affect an employee's sense of commitment to the hospital where they work.

Employee participation has a positive influence on job satisfaction, work productivity and employee commitment (Bhatti, 2007). Perception of organizational support is one of the keys for the hospital to build a sense of commitment of its employees. In various organizations, it has been found that employees who feel that they have the support of the organization where they work will have a sense of meaning in themselves, this will trigger an increased sense of employee commitment to the orga-



nization (Hendroyogi, 2016). A sense of commitment to the organization which will ultimately encourage an employee to try to help the organization where he works in achieving organizational goals and increase expectations that their performance will be noticed and appreciated by the organization in the future (Fahrizal, 2017). According to Khan and Nemati (2011) stated that involvement has a significant influence on the job satisfaction of doctors. Various forms of participation carried out by hospital employees are a form of concern for always trying to carry out activities with the application of accreditation standards in accordance with their fields and responsibilities. In order to maintain this service commitment, it is deemed necessary to create a comfortable working environment in order to create positive perceptions and motivations for all employees.

#### AUTHOR CONTRIBUTION

Septin Maisharah Karyono, Yuly Peristiwati, and Byba Melda Suhita, collected data, processed the data, interpreted the results of the analysis, and wrote the script.

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This study is self-funded.

#### CONFLICT OF INTEREST

There is no conflict of interest in this study.

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