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A MODEL OF HUMAN RESOURCES DEVELOPMENT TO IMPROVE THE PERFORMANCE OF EMPLOYEES

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Abstract: In recent years, the Indonesian government has established priority programs to improve the accessibility and quality of health services throughout the country, including in rural and remote areas. However, many regional hospitals, including in the Besuki Raya area, experience various challenges in improving the quality of health services, especially in terms of employee performance. This study aims to determine the relationship between work ability, organizational culture, organizational climate, and work ethic on employee performance through organizational commitment and work motivation as intervening variables at Besuki Raya Hospital, East Java. This relationship pattern is explained through a structural equation model with opportunities and work motivation as intervening and endogenous variables. The sampling technique in this study was proportional area sampling which included employees of Besuki Raya Hospital consisting of Jember, Banyuwangi, Bondowoso and Situbondo, with 250 respondents willing to fill out the questionnaire. The study results show that workability, organizational culture, organizational climate, and work ethic significantly positively affect employee performance, directly and indirectly, through organizational commitment and work motivation. Hospital management must focus on human resource development and determine appropriate strategies to improve employee performance, including training, recognition, rewards, and effective communication. The implication of this research is that hospitals and local governments can improve human resources to improve the quality of health services to the community.

Keywords: Workability, Organizational Commitment, organizational Culture, Organizational Climate, Work Motivation, Work Ethics, Employee Performance

CITATION

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INTRODUCTION

In recent years, the Indonesian government has established priority programs to improve the accessibility and quality of health services throughout the country, including in rural and remote areas. However, many regional hospitals, including in the Besuki Raya area, experience various challenges in improving the quality of health services, especially in terms of employee performance. Factors such as lack of employee training and development, low employee motivation (Jiang et al., 2012) involvement, and ineffective communication between management and employees can hinder the achievement of government goals. Therefore, this research urgently needs to identify an effective human resource development model to improve employee performance in the Besuki Raya area hospitals.

Human resource development is an effort to equip someone with the knowledge, skills, and attitude. With this development, a person can carry out organizational tasks or activities of employees to be more confident in dealing with problems encountered in his duties. Improving employee performance will positively affect organizational performance (Schuldt and Gomes, 2020). One of the human resources developments in corporate environment can be done by improving the work culture and climate. Cahyana and Jati (2017) stated that work culture can affect employee performance. A healthy organizational climate can encourage the development of an attitude of openness, both on the part of employees and employers, to foster one-way work motivation between employees and employers to create peace of mind and business continuity towards increased production and work productivity. (Javed et al., 2020). Based on this description, the authors are interested in researching human resource development to improve employees' performance and work motivation in the Besuki Raya area hospitals.

RSUD in the Besuki Raya area is a company engaged in the health service sector that serves the entire community, both general patients and BPJS. What is meant by Besuki Raya Hospital includes four district hospitals, namely Jember, Situbondo, Bondowoso, and Banyuwangi. Besuki Raya Hospital provides opportunities for its employees to develop their potential through employee development programs to achieve program goals

or organizational goals. The development of human resources for employees at the Besuki Raya Hospital is essential to study because this development is rarely done. The impact of this lack of development training is that employees need to be more skilled in using medical devices, more responsive in dealing with specific situations, and a lack of work ethic. Based on this description, conducting a study on the human resource development model at Besuki Raya Hospital is essential.

Specifically, studies on human resource development models in Besuki Raya Hospital have yet to be conducted. Racheshi's research (2018) focuses on supervising the head of space, so this has nothing to do with the human resource development model. However, that does not mean that studies related to development have never been carried out in Indonesia. The research from Dayyan et al. (2019) and Hertati (2023) found a degree of similarity in the positive influence of human resource development on employee performance. Bahtiar et al. research (2020) examines the development of human resources and motivation for performance of nurses at Yusuf Hospital, Kab. Gowa. Bahtiar found that these two variables had a significant effect on performance of nurses at Syekh Yusuf Hospital, Kab. Gowa. From some of these studies, this is the first time anyone has specifically discussed human resource model at Besuki Raya Hospital.

In general, the research on human resources above still focuses on the impact of implementing development programs rather than on the aspects of the models used in development. The novelty in this research lies in the modeling aspect of human resource development to improve the performance of RSUD employees. With this development modeling, this research can be a valuable source of information for researchers and other health practitioners interested in developing an effective human resource development model to improve the employee performance in hospitals in Indonesia. The purpose of this study was to determine a direct relationship between the work ability, organizational culture, organizational climate, and the work ethic with employee performance and an indirect relationship between work ability, organizational culture, organizational environment, and work ethic with employee performance through work motivation and organizational commitment as intervening variables.

LITERATURE REVIEW

Workability

As previously explained, employee performance is a function of the interaction between ability and motivation. If the ability and motivation there is inadequate, then it will have a negative effect on performance. To help clarify this argument, we can look at the following example: a hard-working athlete or student with modest abilities consistently outperforms a talented but lazy competitor. Thus, as we often note, the intelligence and skills (which fall under the label 'ability') must be considered alongside motivation if they are to accurately describe and predict employee performance (Ilmarinen, 2019).

Ilmarinen, in his explanation of the basics of individual behavior, describes the basics of this behavior into 4 (four) variables, namely Biographical Characteristics, Capabilities, Personality, and Learning, which can be considered the impact on the employee performance. He classifies various things related to a person's personality: Age, Gender, Marital Status, Family Dependents, and Years of Service into Biographical Characteristics. This biographical information or data is objective and can easily be obtained from the records or personal data of a person. In general, the same as the ability that exists in humans is also one of the basics of individual behavior in a person. Everyone will naturally have unequal strengths and weaknesses because not all are not created equal. The ability of an individual is defined by the Ilmarinen (2019) as the capacity of an individual to perform various tasks in a job. The overall ability of an individual is essentially composed of 2 (two) sets of factors, namely, the intellectual ability and the physical ability. The intellectual ability is performing tasks requiring stamina, dexterity, strength, and similar skills.

Organizational Culture

Organizational culture is a system of meanings, values, and beliefs held together in an organization, which is a reference for action and distinguishes one organization from another (Ferine et al., 2021). Organizational culture also plays a role in being the main identity or character of the organization that is maintained and maintained. A strong culture is a valuable tool for directing behavior because it helps employees do a better job. At

the beginning of his career, every employee needs to understand the culture and how it is implemented. Organizational culture can be described as values, norms, and artifacts accepted by members of the organization as an organizational climate and influenced by the organizational strategy, structure, and organizational systems (Ferine et al., 2021). (Grover et al., 2022) states that organizational culture is a pattern of basic shared assumptions learned by groups when solving problems of external adaptation and internal integration that has functioned well enough to be considered correct and to be taught to a new group members as the correct way to receive things, think and feel in relation to those problems.

Organizational Climate

Susanty (2013) stated that the organizational climate is an effective management tool for integrating individual motivation with the organizational goals and tasks. In a more specific perspective, (Anandita et al., 2021) reveal that organizational climate is everything that exists around workers who can influence them in carrying out their assigned tasks. According to Anandita et al. (2021), the organizational climate is primarily determined by the management's attitude toward the organization and the relationship between employees and groups.

Work Ethic

Every organization that always wants to move forward will involve members to improve the quality of its performance, and every organization must have a work ethic. Ethos, according to (Javed et al., 2020), is defined as a fundamental attitude towards oneself and the world that is emitted in life. Meanwhile, work, according to the Munawir (2018), can be more specifically interpreted as a commercial venture that becomes a necessity for life, something that is imperative to oneself, or something that is related to self-identity, which is sacred. Self-identity, contained in this case, is something that religious demands have given. Based on the understanding that the work ethic describes an attitude, it can be emphasized that the work ethic contains meaning as an evaluative aspect owned by individuals (groups) in assessing work activities. Considering that the content contained in the notion of work ethic is an element of assessment,

then in general the assessment can be classified into two, namely positive and negative assessments. The work ethic of a person or group of people will be a source of motivation for their actions. If it is related to the situation of human life that is "building", then a high work ethic will be used as an absolute prerequisite, which must be grown in that life. Because it will open people's views and attitudes to highly evaluate hard and earnest work, so that it can erode careless work attitudes, not oriented towards quality or proper quality.

Organizational Commitment

Luthans (2006) defines organizational commitment as an attitude that reflects employee loyalty to the organization and an ongoing process in which members express their concern for the organization and its continued success and progress. Robbins (2003) defines organizational commitment as a situation in which an employee sides with a particular organization and its goals and intends to maintain membership. Porter and Mowdat et al. (in Kuntjoro, 2002) define organizational commitment as the relative strength of individuals in identifying their involvement in part of the organization. It can be marked by three things: acceptance of the values and goals of the organization and the desire to maintain membership in the organization (become part of the organization).

Work Motivation

Work motivation is something that creates enthusiasm or encouragement to do work. Therefore, work motivation in psychology is interpreted as a driving force for work enthusiasm (Sukma, 2019). According to Manalu (2021), motivation is the provision of a driving force that creates the excitement of one's work so that one wants to work together. Meanwhile, (Vo et al., 2022) stated that motivation is the desire that exists in an individual that stimulates him to take action. According to (Caissar et al., 2022), work motivation creates enthusiasm or encouragement to work. Motivation is a gift or mover that creates enthusiasm for someone's work so that they want to work together effectively, integrate, and make every effort to achieve satisfaction. Work motivation is a psychological condition that encourages a person or employee to carry out a business or activity to achieve organizational and individual goals.

Employee Performance

The term performance comes from the word Job Performance or Actual Performance (work achievement or actual achievement achieved by someone). The definition of performance (work achievement) is the result of work, both in quality and quantity, achieved by an employee in carrying out tasks following the responsibilities given to them.

HYPOTHESIS DEVELOPMENT

Workability can be learned and developed from experience, feedback, and practice. Someone with good work skills can motivate them to complete work (Hasibuan, 2002). Robbins (2003) says motivation is the willingness to expend high effort for organizational goals conditioned by workers' ability. Thus, workability affects work motivation.

H1 : Workability affects organizational commitment.

H2 : Workability affects work motivation.

Robbins (2003) defines workability as an individual's ability to carry out tasks. Workability can be honed through education, training, initiatives, and work experience (Dessler, 2010). Based on research by Dian-Gilang (2022), workability affects the employee performance. The higher the employee's work ability, the more the employee's performance will increase.

H3 : Workability affects employee performance.

H : There is an indirect effect of workability on employee performance through work motivation.

H : There is an indirect effect of workability on employee performance through work commitment.

Work motivation with employee performance. According to Edy (2009), motivation is a factor that encourages someone to do a specific activity. Meanwhile, according to Rivai and Sudjana (2013), motivation is a set of attitudes and values that influence individuals to achieve certain things that become individual goals. Anggraeni's research (2020) shows that it can affect employee performance. Employee performance is work performance, namely the comparison between accurate work results and set work standards.

H4 : Work motivation affects employee performance.

Organizational culture can help employee performance because it can motivate employees to give their best abilities in taking advantage of the opportunities provided by the company. Robbins and Judge in Sunyoto (2013: 225) define organizational culture as a system of shared meaning held by members of the organization that distinguishes the organization from other organizations. It shared meaning system is a crucial set of characteristics that organizations value.

H5 : Organizational Culture Influences the Work Motivation.

The importance of organizational culture in employee performance is reinforced by Robbins' statement (2004:60) that a study on organizational culture shows that employees with strong cultures are more committed to their companies than employees with weak cultures. Companies with solid cultures will also use recruiting efforts and outreach practices to build employee commitment. In addition, there is increasing evidence that a solid culture is associated with high organizational performance.

H6 : Organizational Culture influences the employee performance.

H₃ : There is an indirect effect of work culture on performance through work motivation.

Herzberg in Mardiana-Yusuf (2018) stated that employees are motivated to work due to two factors, namely intrinsic factors, where encouragement arises from within each employee. The second is extrinsic factors, namely the driving factors that come from outside a person, especially from the organization where he works. These extrinsic factors include administration and company policies, supervision, salary, interpersonal relations, and work environment/organizational climate. Of the several factors that influence work motivation is the work environment factor or organizational climate.

H7 : Organizational Climate Influences Work Motivation.

Performance is influenced by internal factors and external factors (Budianto, 2017). Internal factors relate to a person's nature, for example, ability and job suitability. External factors come from the environment, such as behavior, attitudes, actions, colleagues, subordinates or leaders, work facilities, and organizational climate.

H8 : Organizational Climate Influences Employee Performance

H₃ : There is an indirect effect of the work climate on performance through work motivation.

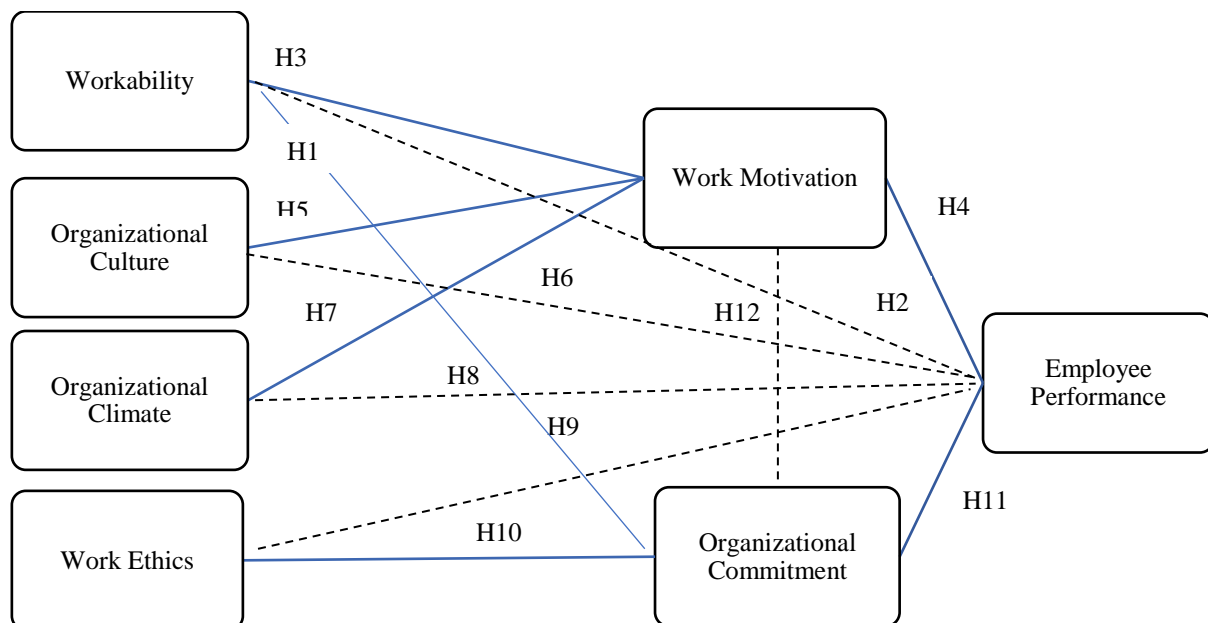


Figure 1. Conceptual Framework of Research

Employee work ethic is based on the principle of a paradigm that can encourage and give birth to a code of ethics and behavior in acting (Hadush et al., 2020). In contrast, employee performance is understood as the level of success of employees in completing their duties and responsibilities. Work ethic affects employee performance. The higher the employee's work ethic, the higher the employee's performance. Work ethics can also affect organizational commitment.

H9 : Work ethic affects organizational commitment.

H10: Work ethic influences employee performance.

H : There is an indirect effect of work ethics on employee performance through organizational commitment.

Sarhan (2020) defines organizational commitment as an attitude that reflects employee loyalty to the organization and an ongoing process in which members express their concern for the organization and its continued success and progress. Pancasila et al. (2020) defined organizational commitment as a situation in which an employee sides with a particular organization and its goals and intends to maintain membership.

H11: Organizational Commitment affects employee performance.

H12: Organizational commitment affects work motivation.

METHOD

Population and Sample

The population in this study were all employees working at the Regional General Hospital in the Besuki Raya Region. The considerations for determining the population of the regional hospital employees in the Besuki Raya Region are primarily based on problems and the consideration that the study results are expected to be more generalizable to all hospital employees. In addition, from the population in question, it is hoped that more varied results of measurement of research variables can be obtained. (Beltrán-Martín and Bou-Llugar, 2018)

Specifically, this study's employees used as the population were at the supervisor level. They had worked for at least 3 (three) years at a Regional General Hospital in Besuki Raya Region. These

specifications are determined based on the consideration that this supervisor level is a middle level where it is hoped that their opinions and perceptions can represent all existing levels. These supervisors are those who work on the functional tasks, which consist of RSUD Dr. Subandi – Jember, RSUD Blambangan - Banyuwangi, RSUD Dr. H. Koesnadi - Bondowoso, and RSUD Dr. H. Abdur Rahem - Situbondo. Based on the consideration of population specifications and the distribution of hospital locations, the sample for this study was determined using a proportional area sampling technique, in which all regional hospitals were used as sample locations, and from each hospital, several samples were taken, the total number of samples determined by 250 respondents.

The data collection tool or instrument used in this study was a questionnaire. The questionnaire is considered more effective and practical for collecting research data under certain conditions that do not require the researcher's presence. Data collection was carried out through personally administered questionnaires to enable researchers to have direct contact and provide necessary explanations with the parties concerned (respondents), namely primary data sources (research samples), to be more flexible in giving answers. The questionnaire in this study was prepared according to the rules on the Likert scale by displaying five answer choices.

Operational Definition

Workability. The ability of an individual is defined by Ilmarinen (2019) as the capacity of an individual to perform various tasks in a job. The overall ability of an individual is essentially composed of 2 (two) sets of factors, namely, intellectual ability and physical ability. Intellectual ability is performing tasks requiring stamina, dexterity, strength, and similar skills. Organizational culture. Organizational culture is a system of meanings, values, and beliefs held together in an organization, which is a reference for the action and distinguishes one organization from another (Ferine et al., 2021). Organizational climate. Susanty (2013) says that organizational climate is an effective management tool for integrating individual motivation with organizational goals and tasks. Work ethics. Employee work ethic is based on the principle of a paradigm that can encourage and give birth to

a code of ethics and behavior in action (Haryono et al., 2020). Organizational Commitment. Sulaksoni (2015) defines organizational commitment as an attitude that reflects employee loyalty to the organization and an ongoing process in which members express their concern for the organization and its continued success and progress. Work motivation. Work motivation is something that creates enthusiasm or encouragement to do work. Therefore, work motivation in psychology is interpreted as a driving force for work enthusiasm (Sukma, 2019). Employee performance. Employee performance is

work performance, namely the comparison between real work results and established work standards.

Explanation for figure 2, X1 = workability, with three reflective indicators; X2 = Organizational Culture, with four reflective indicators; X3 = Organizational Climate, with four reflective indicators; X4 = Work Ethic, with four reflective indicators; Z1 = Work motivation, with five reflective indicators; Z2 = Organizational Commitment, with three reflective indicators; and Y = Employee Performance, with four reflective indicators.

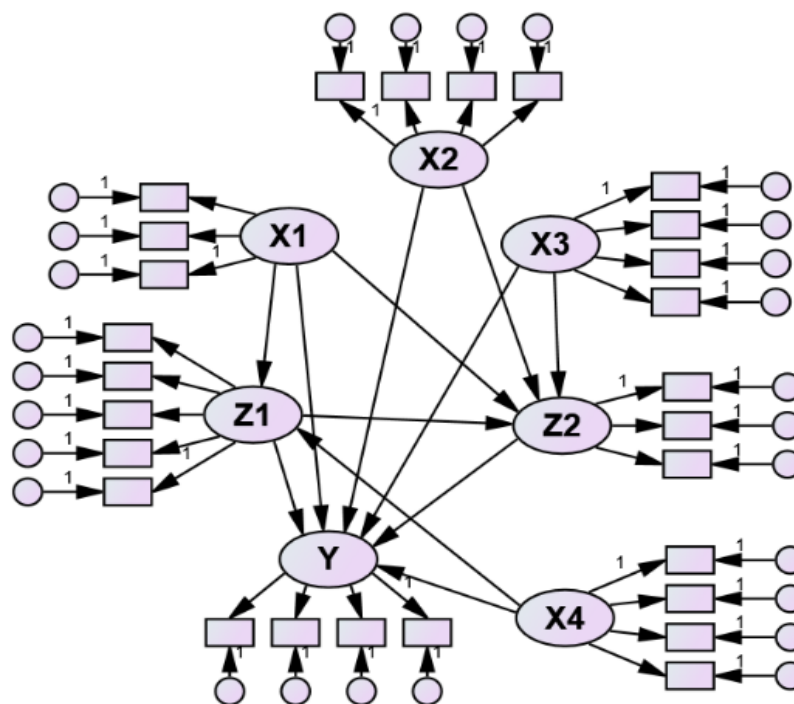


Figure 2. Conceptual Framework

Table 1. Variable Operational Definitions

Variable	Indicator	Item
Workability (Ilmarinen, 2019)	Copy	The physical and mental strain of the work process.
	Control	Cognitive prerequisites and skills for the work process.
	Participation	Prerequisites for surviving in the work community.
Organizational Culture (Sarhan, 2020)	Rules of Conduct	Habits that exist in the organization.
	Norm	Behavior standards.
	Dominant Value	The dominant value held by the organization.
	Philosophy	Preferred policy.

Variable	Indicator	Item
Organizational Climate (Ali, 2019)	Structure	There is a degree of formality and informality.
	Responsibility	There is trust when involved in important work.
	Risk	Employees are given space to complete challenges.
	Standards	Management pays attention to the task properly.
Work Ethic (Nasir et al., 2020)	Responsible	Fully responsible for the work given
	Positive work	Doing work according to SOP
	Work discipline	Depart and finish work on time
	Persistent	Study new things seriously
Work motivation (Sule, 2018)	Physiological needs	Work to make ends meet.
	Safety needs	Comfortable and quiet work environment.
	Social needs	There is attention to each other.
	The need for appreciation	Leaders appreciate
	Self-actualization	The company provides self-development for employees.
Organizational Commitment (Lamberti et al., 2022)	Affective Commitment	Realizing organizational goals as a top priority.
	Sustainable Commitment	Commitment based on benefits.
	Normative Commitment	Moral responsibility toward work.
Employee performance (Mardiana-Yusuf, 2018)	Accuracy	Always meet company targets.
	Initiative Level	Able to make solutions to solve problems.
	Mental Dexterity	Understand leadership directions.
	Discipline	Always come on time.

Table 2. The Result of Descriptive Analysis of the Respondents

Aspect	RSUD Dr. Subandi – Jember	RSUD Blambangan – Banyuwangi	RSUD Dr. Abdur Rahem – Situbondo	RSUD Dr. H.Kusnadi - Bondowoso
Average Age	35,3	34.2	34.1	34.3
Education	S1/D3	S1/D3	S1/D3	S1/D3
Average of Work Experience	11,3 years	8.8 years	7,2 years	6.7 years
Total	80	70	50	50

Source: Observation Results on Research Objects (2022)

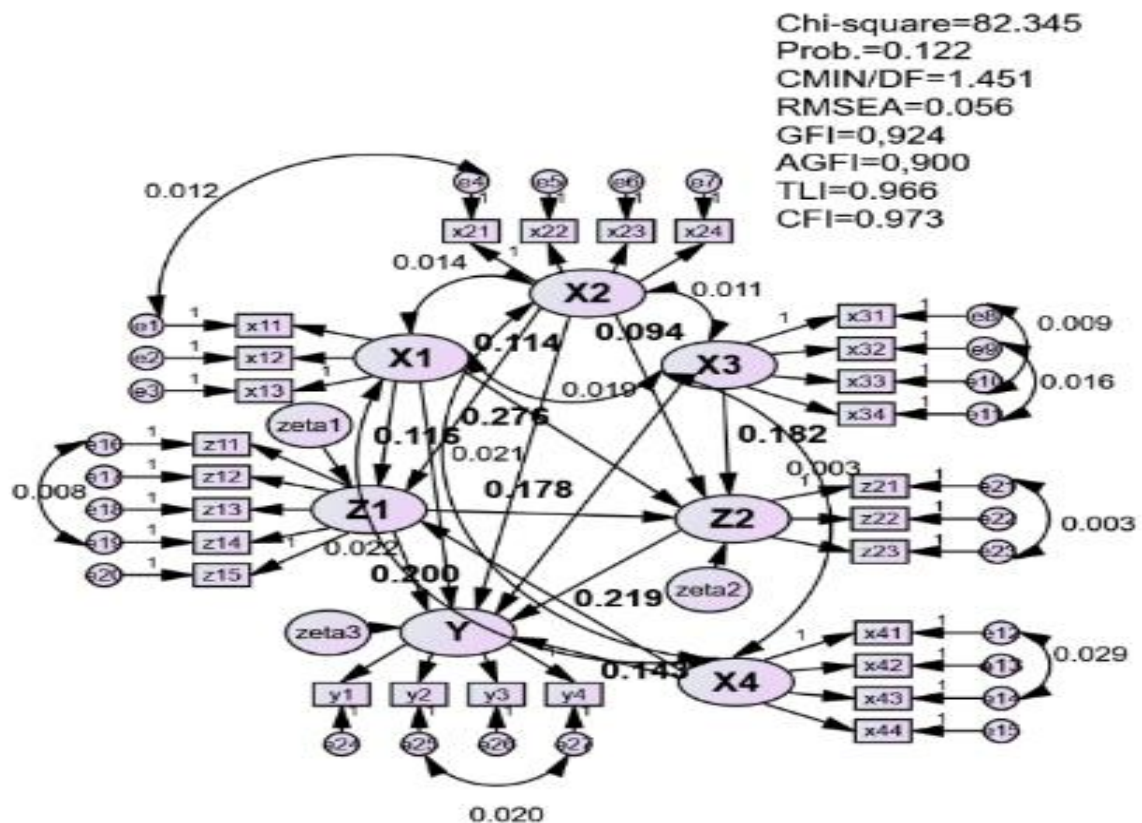
RESULTS

Table 2 have shown the results of respondents' descriptive analysis of this research.

Explicit SEM Models

All reflective indicators have been proven

valid and reliable, with a significant load standardized factor > 0.60 and constructability > 0.50. The results of the normality, outlier, and multicollinearity assumption tests have proven no violations of these assumptions. The SEM model produced explicitly can be described as in figure 3.



Source: Amos Printout (2022)

Figure 3. The Explicit Model

Table 3. Standardized Load Factor

			Standardized Load Factor	C.R	Status
Organizational Commitment	←	Workability	0.116	3.585	Significant
Work Motivation	←	Workability	0.113	2.327	Significant
Employee Performance	←	Workability	0.276	2.185	Significant
Work Motivation	←	Organizational Commitment	0.178	2.834	Significant
Employee Performance	←	Organizational Commitment	0.200	2/036	Significant
Work Motivation	←	Organizational Culture	0.178	3.165	Significant
Employee Performance	←	Organizational Culture	0.182	2.945	Significant
Work Motivation	←	Organizational Climate	0.094	2.384	Significant
Employee Performance	←	Organizational Climate	0.182	2.312	Significant
Employee Performance	←	Work Motivation	0.114	2.098	Significant
Organizational Commitment	←	Work Ethic	0.219	2.841	Significant
Employee Performance	←	Work Ethic	0.178	2.357	Significant

All hypotheses in this study are accepted, meaning that the influence of exogenous variables on the intervening variables is proven to be significant—likewise, the influence of intervening variables on endogenous variables. Model Suitability Testing (GOF produces model suitability values as follows: Chi-square = 82.345 → relatively small, indicating that simultaneously, this model has a relatively good model fit. Chi-square probability = $0.122 > 0.05$, → indicates that simultaneously this model has a good fit. CMIN/Df = $1.451 < 2.00$, → indicates that simultaneously, this model has good absolute model fit. RMSEA = $0.056 < 0.080$ indicates that simultaneously, this model has a good fit → 0.080. GFI > indicates that simultaneously, this model has a good fit → 0.90. TLI and CFI > indicating that simultaneously, this model has a good fit → 0.90.

DISCUSSION

Workability and Organizational Commitment

The tests above show a significant effect of workability on the organizational commitment of Besuki Raya Hospital employees. Dayyan (2019) said that one form of commitment is affective commitment related to workability following the field to maximize the results. The results of this study support research from Taurisa (2012), who found a positive effect of workability on employee performance at PT. Sido Muncul, Semarang. On the other hand, this study also contradicts the findings of Putri et al. (2015), who found no effect of workability on organizational commitment.

Workability and Work Motivation

Workability significantly affects the work motivation of the hospital employees in the Besuki Raya Region. These results follow the opinion of Ilmarinen (2019) that the ability of employees to influence the work motivation. With the ability to work, an employee will be more motivated to work because the employee feels capable of carrying out all the tasks and jobs given to them.

Workability and Employee Performance

Workability has a significant effect on the performance of hospital employees in the Besuki Raya Region. These results support the findings of (Ilmarinen, 2019). With the ability to work, an employee performs their duties, and their work does

not find a significant problem because they have the ability to solve it. Research supports the results of research from Sinambela and Ernawati (2021) and Riyanto et al. (2021), who found a positive effect of workability on employee performance. And with these good work skills, they will be able to produce good performance in completing the tasks and work assigned to them.

Work Motivation and Employee Performance

Work motivation has a significant effect on the performance of hospital employees in the Besuki Raya Region. These findings support Ilmarinen (2019); a leader's efforts to motivate employees to improve performance do not depend solely on the size of the salary or bonus. Another research that supports this is Sugiarti (2023), who found a positive and significant effect of work motivation on employee performance and supports the results of research from Thedora (2017), who found the same thing. Motivating the employees must be done by knowing several components influencing their work. Efforts to improve employee performance can also be carried out by stimulating other aspects that make employees want to act more toward improving employee performance. The trend is that the better the employee's work motivation, the higher the employee's performance.

Organizational Culture and Work Motivation

Organizational culture has a significant effect on the work motivation of hospital employees in the Besuki Raya Region. These findings support the findings of Ilmarinen (2019), which stated that organizational culture has a positive effect on work motivation. The better or more conducive the organizational culture develops, the higher the employees' work motivation. This study also corroborates the research results by Arif et al. (2019) and Di Stefano et al. (2019), who found that organizational culture positively influences employee motivation. A good organizational culture can encourage and motivate employees to work even better.

Organizational Culture and Employee Performance

Organizational culture has a significant effect on the performance of the hospital employees in the Besuki Raya Region is rejected. This finding also does not support the findings of Ilmarinen

(2019) due to the lack of intensive socialization and communication of the hospital's organizational cultural values to all employees. Also, hospital management in Besuki Raya Region has developed a standardized work procedure for all employees. So that employees rely more on standard work guidelines such as SOPs and written rules rather than holding on to unwritten values, the tendency is that the stronger and clearer the SOP developed by an organization, the weaker the influence of the organizational culture in directly shaping performance.

However, this research generally supports previous research on employee performance in industrial companies. The study by Wardani (2016) stated that organizational culture has a partial effect on employee performance. Research from Sutoro (2020) also strengthens the findings of this study that he found a positive influence of organizational culture on employee performance.

Organizational Climate and Work Motivation

Organizational climate has a significant effect on the work motivation of hospital employees in the Besuki Raya Region. These results reinforce the findings of (Vo et al., 2022) that a conducive organizational climate makes the employees receive positive support from the surrounding environment, and this is the motivation of employees to work. Another research supporting these findings is Sugiarti's (2023), which found a positive effect of organizational climate on work motivation. Apart from that, research from Ingsiyah (2019). The Effect of the Work Environment on the Employee Work Motivation at PT. Pupuk Sriwijaya Palembang, in his study, concluded that the work environment has a positive and significant effect on employee work motivation. If organizational climate is less supportive, employees have low work motivation. The more conducive the organizational climate, the stronger the work motivation formed.

Organizational Climate and Employee Performance

Organizational climate has a significant effect on the work motivation of hospital employees in the Besuki Raya Region is rejected. These results do not support the findings of Sharma and Taneja (2018) due to the intense work procedures developed in the hospital environment. In addition,

this study also rejects the findings of Suarningsih (2013), who found a positive influence of organizational climate on employee performance in hospitals and contradicts Setiawan's (2015) research, which saw an influence of organizational environment on performance. That also shows that employee compliance with work procedures and existing SOPs is good and needs to be continuously improved. From a more general perspective, we can also conclude that organizational culture and climate influence become increasingly weak in work situations and jobs more controlled by detailed work systems and procedures.

Work Ethics and Organizational Commitment

The results of this study found that the work ethic has a positive effect on organizational commitment. Thus, an idealistic banker who truly understands the norms and values of the work ethic with its various dimensions performs well and tends to be willing to maintain professional and organizational ethics to make it easier to commit to the profession and the organization. Wahyono (2019) and Fahmi (2020) found that work ethics affect organizational commitment.

Work Ethics and Employee Performance

Work ethic has a significant effect on the performance of hospital employees in the Besuki Raya Region. These findings support the opinion (Palupi, 2021) that the increase in the performance of each employee is inseparable from work ethic these individuals believe. Other research that supports the results of this study is Juliati (2021), who found that there is an effect of work ethic on employee performance, and strengthens the results of research from Nurjaya et al. (2021), which found a significant impact of work ethic on the employee performance. Work ethic is an attitude, view, habit, characteristics, or characteristics regarding how one works. A high work ethic in an employee will not make him bored with the work routine at hand. Even employees will be able to improve their work performance. One of the things that underlies the work ethic of high employees is the desire to maintain the quality of work. In such a situation, individuals with a high work ethic tend to participate in providing input ideas for improving the quality of work, and as a whole, will have implications for improving performance.

Organizational Commitment and Employee Performance

The results of this study found that there is a positive influence of organizational commitment on the employee performance. The organizational commitment is an attitude of self-determination to help the company achieve its goals. Higher employee involvement in work will encourage the employees to make better contributions. The results of these findings are similar to research conducted by Kurniawan (2015) that the organizational commitment significantly influences the employee performance. The research findings of Rahmawati and Juwita (2019) and Darim (2020) also support this research that organizational commitment affects employee performance. (Awan et al., 2020)

Organizational Commitment and Work Motivation

The results of the research hypothesis test found that organizational commitment positively affects work motivation. With a strong commitment, employees will be motivated to work better. According to Colquitt et al. (2009), organizational commitment affects employees' desire to remain members or leave the organization to pursue other jobs. Farida (2016) found an effect of organizational commitment on work motivation in education staff at Al-Azhar University Indonesia.

IMPLICATIONS

Ability is everything related to the capacity, ability, and potential an employee possesses to face the tasks and work assigned to him. Meanwhile, performance opportunities are conditions and situations that support job implementation in the hospital environment. Work motivation is something that creates enthusiasm or encouragement in doing a job. Hospital organizational culture is a shared perception shared by all hospital members, a shared meaning system. The concept of work ethic referred to in this study is the application of moral values of employees whose souls there is an extreme passion or passion for doing things better and optimally to achieve the best possible quality of work. Indicators of this variable include views on work, perceptions of work results, persistence, and totality. Hospital organizational climate, also called hospital atmosphere, is a set of characteristics and conditions of the organizational environment that

are measurable based on the collective perceptions of the people who live and work in the environment and are shown to influence their motivation and behavior. Performance is a form of work performed by hospital employees which is usually used as the basis for evaluating work.

RECOMMENDATIONS

Based on the research and conclusions previously presented, the following recommendations are made: For the Hospital Managers, given the importance of workability, motivation, and performance in improving employee performance, and also the importance of organizational culture and organizational climate in improving performance through employee motivation, it is suggested to managers of regional hospitals to periodically and selectively hold on the job or off the job training for employees (especially the medical department) that focuses on improving work quality and strengthening work culture and climate. For future researchers who will research employee resource development, it is advisable to use other theoretical approaches, such as the goal-setting theory approach and including self-efficacy variables, which in this research are suspected to be used as a sharper analytical knife to dissect issues of employee resource development, as well as to differentiate the levels of employees studied. This study still has shortcomings, including the lack of samples used in this study, the lack of a detailed explanation of the research results, the available data, and the explanation in the discussion is insufficient.

CONCLUSIONS

Based on the results of the discussion above, this research found two things. Workability, organizational culture, climate, and work ethics influence employee performance. Second, this study found that workability, organizational culture, organizational climate, and work ethic indirectly affect employee performance through work motivation variables. Third, organizational culture, organizational climate, and work ethics indirectly influence employee performance through organizational commitment variables.

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