

The Influence of Motivation and Organizational Commitment on Employee Performance at Genteng Regional Public Hospital

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ABSTRACT

Performance refers to the achievement or work output both in quality and quantity attained by employees in fulfilling their responsibilities. Factors that influence individual employee performance include their abilities, motivation, the support they receive, the nature of the work they perform, and their relationship with the organization. This study aims to determine how motivation and organizational commitment influence employee performance at Genteng Regional Public Hospital. The research employed a quantitative approach with a cross-sectional design. The population consisted of 509 employees, and the sample involved 230 respondents selected using proportional random sampling. Data were collected using questionnaires and analyzed using multiple linear regression with SPSS version 24. The results of the statistical analysis using multiple linear regression with the help of SPSS showed a p-value of 0.000, indicating a significant influence of motivation on employee performance, and a p-value of 0.000 for the influence of organizational commitment on employee performance at RSUD Genteng in 2025. Furthermore, to determine the simultaneous effect of both independent variables (X) on the dependent variable (Y), the F-test result showed a p-value of 0.000, indicating that motivation and organizational commitment together significantly influence employee performance at RSUD Genteng in 2025. These findings can serve as a foundation for taking measures to enhance employee work motivation, such as providing relevant skills training and encouraging staff to improve their knowledge. In addition, increasing organizational commitment can be supported by fostering a strong organizational culture and creating a conducive work environment, thereby making employees feel comfortable and engaged in their work.

Keywords: Employee performance, motivation, organizational commitment

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BACKGROUND

Public hospitals play a vital role in providing health services to communities. Genteng Regional Public Hospital (RSUD Genteng), located in Banyuwangi, is one of the referral centers expected to deliver quality health care. However, key performance indicators such as the Community Satisfaction Index (IKM) and Minimum Service Standards (SPM) have not reached their targets. Several service quality indicators have also not been optimally achieved, indicating issues in employee performance.

A preliminary survey conducted among 25 hospital employees found that work motivation (32%) and organizational commitment (28%) were the dominant factors influencing performance. Motivation reflects an employee's inner drive to work, while organizational commitment signifies their emotional attachment to the institution. Based on this, the research investigates how motivation and organizational commitment influence employee performance at RSUD Genteng.

METHODS

Study uses a quantitative method with a cross-sectional design. The total population includes 509 employees, consisting of medical, paramedical, and non-medical staff. A sample of 230 respondents was selected using proportional random sampling. Data were collected through structured Likert-scale questionnaires. The validity and reliability of the instruments had been tested in previous studies. Data analysis was carried out using multiple linear regression to determine the effect of motivation and organizational commitment on employee performance.

RESULTS

The majority of respondents were female, aged between 36 and 45 years, with undergraduate educational backgrounds and more than 10 years of work experience which are presented in the table 1. The average scores for motivation, organizational commitment, and employee performance were 26.92, 42.54, and 26.68, respectively.

Table 1. Characteristics of Respondens

No	Variable	Frequency (n)	Percentage (%)
1	Age		
	< 25 y.o	9	3.9 %
	25-35 y.o	67	29.1 %
	36-45 y.o	78	33.9 %
	46-55 y.o	62	27.0 %
	> 55 y.o	14	6.1 %
2	Sex		
	Man	111	48.3 %
	Woman	119	51.7 %
3	Employment		
	Medical staff	22	9.6 %
	Paramedical staff	121	52.6 %
	Non-medical staff	87	37.8 %
4	Education		
	Senior High School	30	13.0 %
	D3	84	36.5 %
	S1	100	43.5 %
	S2	16	7.0 %

5	Length of Working		
	< 5 year	76	33.0 %
	5-10 year	24	10.4 %
	> 10 year	130	56.5 %

Source: Primary data 2025

Table 2. The Results of the Regression Analysis
 Motivation significantly affects performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-9.176	.870		-10.553	.000
Motivasi-	.904	.031	.786	29.591	.000

This study confirms that work motivation is the dominant factor influencing employee performance. The regression coefficient ($\beta = 0.786$) indicates that increased motivation directly correlates with improved performance.

Organizational commitment significantly affects performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-9.176	.870		-10.553	.000
Komitmen Organisasi	.271	.033	.219	8.262	.000

Organizational commitment also positively contributes to performance ($\beta = 0.219$), although its influence is smaller than motivation. Organizational commitment reflects the emotional attachment and desire of employees to remain part of the organization.

Simultaneously, both variables significantly influence performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2277.585	2	1138.792	1984.757	.000 ^b
Residual	130.246	227	.574		
Total	2407.830	229			

The combination of motivation and organizational commitment produces a highly significant simultaneous influence on performance. The F-test results in this study show that both variables collectively contribute meaningfully to improving work productivity.

DISCUSSION

The findings highlight motivation as the dominant factor affecting performance. The high β coefficient indicates that improving motivation directly correlates with better performance outcomes. According to Herzberg's two-factor theory, intrinsic motivators such as recognition, achievement, and responsibility strongly affect job satisfaction and performance. In the RSUD Genteng context, motivation can be improved through reward systems, career development opportunities, and a supportive work environment.

Organizational commitment, although less influential than motivation, still contributes significantly to employee performance. It reflects an employee's emotional connection and loyalty to the organization. Strong commitment is built through fair leadership, participative decision-making, and alignment with institutional values. Employees who feel appreciated, involved, and secure about their future in the organization tend to show consistent and responsible performance.

Together, motivation and commitment produce a significant combined effect on performance. The F-test value demonstrates the substantial influence these variables have when integrated. This suggests that management strategies aimed at improving performance should not be limited to financial incentives. Psychological, cultural, and institutional factors also play critical roles in shaping workforce behavior.

The study's results align with previous research by Wijaya & Farianto (2024) and Masram et al. (2022), which emphasized that motivation and commitment significantly affect employee performance in healthcare settings. These findings indicate that integrated human resource management strategies are essential for sustaining workforce productivity.

Strategic Implications

Management at RSUD Genteng is encouraged to take the following steps:

1. Design reward-based training programs that acknowledge high-performing employees.
2. Foster a positive organizational culture that promotes teamwork, communication, and shared goals.
3. Support leadership development that emphasizes inclusion, transparency, and emotional intelligence.
4. Encourage participation in decision-making processes to increase employee engagement and accountability.
5. Regularly assess motivational and commitment levels to design interventions that align with workforce needs.

CONCLUSION

Motivation and organizational commitment, both individually and jointly, have a significant effect on employee performance at Genteng Regional Public Hospital. Strengthening these two factors through well-planned strategies is essential to improving service quality and achieving institutional goals.

This research provides valuable insight for hospital management, policy-makers, and human resource professionals. The findings can be used as a reference for developing comprehensive workforce development programs in the healthcare sector.

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