

Analysis of Effect Pay Equity Indirect Incentive System Toward Organizational Commitment of Employees At The Hospital In Yogyakarta

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ABSTRACT

There is one of the government hospital in Yogyakarta that has been applying the remuneration system in an indirect incentives. Based on regulation in there, we can give a question of whether there is a pay equity for those who play the role. The emergence of reward inequality can affect organizational commitment, where organizational commitment greatly affects professional work situation. This research is a quantitative analytic research. The data retrieval technique uses a questionnaire containing closed questions with the choices of answers that have been scored. The sampling method is stratified random sampling. This result indicates that there is positive influence of pay equity toward organizational commitment.

Keyword: indirect incentive; organizational commitment; pay equity.

INTRODUCTION

Now the world of hospitals in Indonesia faces many challenges. As a result of the increase of welfare, education and awareness of their rights as consumers, the people increasingly need good health care, friendly, and quality is no exception health services in hospitals [1]

Efforts to improve the quality of hospital services is not easy, the causes that often arise from the reduced quality of service, such as decreased organizational commitment from employees in the hospital. Organizational commitment is necessary in a hospital, because the creation of a high commitment will affect the professional work situation. The hope can improve the quality of hospital services.

Organizational commitment can be influenced by several factors, including personal factors, work experience, organizational structure characteristics, and job characteristics. One of the most sensitive factors is related to the rewards in it including salary and incentives, this can be a driving force for people to work and affect the morale and discipline of employees, although working well and holding ethics is a must for the employee while performing the duties he or she is responsible for [2] In establishing a reward policy (remuneration), hospitals should pay attention to the principle of justice. When an employee receives a reward from the hospital, then there are three possibilities that are felt, that is, the rewards received according to the

workload, less than the workload or more of the workload. If what happens is that employees feel the rewards received less than the workload, then employees will feel the existence of injustice so that a reaction emerged from them [3]

Rewarding services that are felt to be fair and reasonable for employees will provide job satisfaction for them and are expected to create good quality work in a hospital environment that can ultimately achieve hospital goals. According to Sastrohadiwiryo (2002) every agency should strive to provide compensation that is proportional to the existing workload so that the purpose of agencies to improve the expected output can be supported through the creation of a useful and efficient workforce. Most of the funding for the increase in human resources derived from the hospital's functional income is used for employee benefits. This fee is distributed monthly to all employees, both structural and functional based on the Director's Decree (SK), according to the division pattern of benefits.

RSUD Panembahan Senopati Bantul is a type B hospital that implements a remuneration system in the form of service incentive since June 2011 (Surat Keputusan Direktur RSUD Panembahan Senopati Bantul Number 36/01/2011 about the Approval of Remuneration System at RSUD Panembahan Senopati Bantul). The service incentive remuneration system is calculated based on indirect indexing made by the RSUD Panembahan Senopati Bantul Distribution Team. Indexing is a way or device to determine the amount of individual employee scores in accordance with the workload. This indirect index calculation is based on: (1) basic index; (2) competency index; (3) risk index; (4) emergency index; (5) position index; and (6) performance index (Regulation of Bupati Bantul Number 23 Year 2014 About Remuneration System of RSUD Panembahan Senopati Bantul).

So far, service incentives in RSUD Panembahan Senopati Bantul have increased from year to year, but it is not maximal because of some indices indirect index calculation there are still indicators that are felt unfair is performance indicator. Performance indicators are calculated based on absenteeism, while the attendance system at RSUD Panembahan Senopati Bantul still uses manual. Procurement of equipment and programs of electrical attendance have been done, but have limitations, difficult maintenance, and easily damaged. In addition, performance appraisals are based solely on attendance and absenteeism, there is no difference between timely attendance and late attendance.

On the other hand, the time division of services to employees is uncertain or not timely. Until now the written policy regulation that service incentives are distributed after the 20th of the following month. But most employees feel less satisfied because after the 20th they have to wait until the 31st. Uncertainty awaiting division of services makes employees find out for themselves the certainty of service incentives to a third party (bank) or to the Distribution Team Incentive Services

In addition, many employees also assume that there is no difference In addition, many employees also assume that there is no difference between smart and diligent employees with employees who are less smart and lazy. They will get the same service. So there are employees who argue that services that should be able to improve performance through a high commitment to the hospital would make them less motivated and even some are not motivated at all. The new thing that recently made employee fret that is starting on April 1, 2015, based on the Surat Keputusan Direktur Number : 106/2015

On the appointment of non-civil servant employees of RSUD Panembahan Senopati in Bantul has just lifted 155 non-civil servants (including old and new employees). Previously, the plan to add employees due to the addition of new wards in the hospital, but until now the new ward has not been opened, while new employees have entered. If this is not followed up immediately, it will certainly affect the amount of hospital income and the impact is on the employee.

Based on the above description, the authors are interested to raise the topic about the influence of pay equity analysis system of indirect service to the organizational commitment of employees at RSUD Panembahan Senopati Bantul.

MATERIAL AND METHODS

This research is a quantitative analytical research. The research design used is cross sectional approach. This research is designed to analyze the influence of independent variable that is pay equity system of distribution of indirect benefit to dependent variable that is organizational commitment.

Data source used in this research is primary data. Primary data is data that is directly mendaptkan and used as a source of research and direct observation on the place the author conducted research through observation with interested parties. [4] Primary data collection was done by using questionnaire. The contents of the questionnaire include respondent data consisting of gender, age, education level, position in hospital, length of work and questions about variables to be studied ie pay equity and organizational commitment.

Data collection method used is survey method by using questionnaires distributed to respondents. The sampling method used is stratified random sampling. [5] The data obtained then analyzed further. The steps taken are preparation of questionnaires, distribution and data collection materials.

After getting the number of samples according to stratum (Stratified random sampling), the questionnaires were distributed to the respondents. To avoid filling error, the researcher gives an explanation on how to fill the questionnaire.

RESULTS

Table 1. Percentage Of Pay Equity

Category	Frekuensi	Percentage
Low	10	11,4
Moderate	55	62,5
High	23	26,1

Based on the table of percentage pay equity above can be seen that from 88 respondents, 10 respondents (11.4%) fall into low category, 55 respondents (62.5%) included in the medium category, and 23 respondents (26.1%) high category.

Table 2. Percentage Of Distributive Justice

Category	Frekuensi	Percentage
Low	18	20,5
Moderate	42	47,7
High	28	31,8

Based on the percentage table of distributive justice above it can be seen that from 88 respondents, 18 respondents (20.5%) fall into the low category, 42 respondents (47.7%) fall into the medium category, and 28 respondents into high category (31.8%)

Table 3. Percentage Of Procedural Justice

Category	Frequence	Percentage
Low	8	9,1
Moderate	50	56,8
High	30	34,1

Based on the above procedural procedural justice table it can be seen that from 88 respondents, 8 respondents (9.1%) fall into low category, 50 respondents (56.8%) are in medium category, and 30 respondents (34.1%) high category.

Table 4. Percentage Of Organizational Commitment

Category	Frequence	Percentage
Low	2	2,3
Moderate	44	50,0
High	42	47,7

Based on the organizational commitment variable table above it can be seen that from 88 respondents, 2 respondents (2.3%) fall into low category, 44 respondents (50%) included in medium category, and 42 respondents (47,7%) included in high category.

Table 5. Percentage Of Affektive Commitment

Category	Frequence	Percentage
Low	0	0
Moderate	40	45,5
High	48	54,6

Based on the above affective commitment aspect table it can be seen that from 88 respondents, 0 respondents (0%) fall into low category, 40 respondents (45.5%) are in medium category, and 48 respondents (54.6%) are included in high category.

Table 6. Percentage Of Continuance Commitment

Category	Frequence	Percentage
Low	12	13,6
Moderate	29	33
High	47	53,4

Based on the table of continuous commitment aspects above can be seen that from 88 respondents, 12 respondents (13.6%) fall into the low category, 29 respondents (33%) entered in the category of moderate, and 47 respondents (53.4%) included in the high category.

Table 7. Percentage Of Normative Commitment

Category	Frequence	Percentage
Low	1	1,1
Moderate	34	38,6
High	53	60,2

Based on the normative commitment aspect table above it can be seen that from 88 respondents, 1 respondent (1.1%) fall into low category, 34 respondents (38.6%) fall into the moderate category, and 57 respondents (60.2%) high category

Tabel 8. Regression Linear Analysis

Variable	Regresion Coeficient	t-count	Sig.
<i>Pay equity</i>	1,311	5,829	0,000
Konstanta = 39,354			
Adjusted R ² = 0,275			
F hitung = 33,975			
Sig. = 0,000			

The result of t test statistic for Pay equity (X) with Organizational Commitment (Y) is 1,311 with significance level 0.000, because the significance is less than 0,05 ($p < 0,05$). This result indicates that there is positive influence of Pay equity (X) Organizational Commitment (Y). The adjusted R² value of 0.275 indicates that the pay equity variable contributes to the Organizational Commitment of 27.5%, while the rest of 72.5% is explained by other factors not analyzed in this study.

DISCUSSION

From the statistical result known that there is positive influence of pay equity to Organizational Commitment in RSUD Panembahan Senopati Bantul thus hypothesis proven H₀ rejected and H_a accepted. Pay equity contributes to Organizational Commitment in RSUD Panembahan Senopati Bantul of 27.5%. These results indicate that with a good perception of the benefits received by employees, then the commitment of employees within an organization ie the hospital will also be higher.

The results of one support research which shows that there is influence pay equity remuneration system to Organizational Commitment with value Exp. (B) of 3.769 [6].

The existence of a high commitment can affect the performance of employees who can further improve the quality of service to patients. The other results of research indicate that there is a significant influence simultaneously between continuance, affective and normative commitment to the performance of nurses Pavilion Cendana RSDM, supported in this research ($p = 0.000$). [7] Employee success to achieve goals describes organizational success. This means that the performance of nurses as the carrying capacity in consideration to increase good commitment to the organization.

The first sub-hypothesis testing results of the study indicate that organizational justice is directly and strongly influences organizational commitment. [8] These results reinforce the results of this study that equity fairness has an effect on organizational commitment with a significant value of 0,000 ($p < 0.05$).

The outcomes of this analysis reveal that there is a close and significant relationship between

organizational justice and organizational commitment. [9] It supports this research that there is a strong and significant relationship between equity and organizational commitment. Wise organizational justice will encourage employees to perform well, respect individual rights, avoid discrimination, provide equal opportunities for staff development to create more intimacy, friendship, respect, reciprocity between staff and managers in providing health services.

Health issues are a shared responsibility of individuals, communities, governments and the private sector. Hospital as a chain of health services has the main function of healing and health maintenance. In order to perform the function, the hospital must be able to run the proper management and create harmony and comfort in working. Pay equity that is proven to affect organizational commitment may be a challenge to the high demand for health services and customer expectations for optimum service delivery.

The achievement of Organizational Commitment at RSUD Panembahan Senopati Bantul is good to improve employee performance and patient's safety in the hospital, increase the trust of patient and society and reduce the incidence of unwanted. This can be realized if the hospital implements policies either distributive or fair procedural policies to employees, so that employees are motivated to provide maximum service to patients.

Based on the findings of the research results and supported the existence of previous theories and research that to increase RSUD Panembahan Senopati Bantul, the hospital can increase awareness of the importance of Pay equity covering aspects of distributive justice and procedural justice. Quality health services, fair and equitable and having the highest degree of health and easy service from professional health personnel is the goal of health services.

CONCLUSION

There is effect of pay equity to Organizational Commitment in RSUD Panembahan Senopati Bantul. Pay equity contributes to Organizational Commitment in RSUD Panembahan Senopati Bantul of 27.5%. this is evidenced by the value of t count of 5.829 with a significance value of 0.000 ($p < 0.05$) on the regression equation that is formed.

SUGGESTION

Based on the above conclusions, then the suggestions that can be given are as follows.

1. Can apply the results of research that has been obtained during the lecture so as to give positive footprint in the world of work
2. Based on the results obtained, pay equity and Organizational Commitment in Panembahan Senopati Bantul Hospital is considered good enough and need to be improved
3. The results of this study can provide information and reference reading for all parties who need it primarily related to the influence of pay equity on organizational commitment.

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