

Analysis of Commitment and Loyalty of Medical Staff in the Gatoel Hospital Mojokerto and the Influence Factors in the Health Services, Indonesia

Sandu Siyoto¹ & Albert Liangtono Tandrawarsito²

¹ Lecture of STIKes Surya Mitra Husada Kediri, STIKes Surya Mitra Husada Kediri, Indonesia

² Magister of Health Study Program of STIKes Surya Mitra Husada Kediri, STIKes Surya Mitra Husada Kediri, Indonesia

Correspondence: Sandu Siyoto, STIKes Surya Mitra Husada Kediri, Indonesia. E-mail: sandusiyotosandu@gmail.com

Received: April 9, 2018 Accepted: May 4, 2018 Online Published: May 16, 2018

doi:10.5539/gjhs.v10n6p142

URL: <https://doi.org/10.5539/gjhs.v10n6p142>

Abstract

Hospitals require medical personnel who have the commitment and loyalty in working to realize an excellent service and continuous to the service user. The purpose of this study to analyze the commitment and loyalty medical personnel in Gatoel Hospital Mojokerto in health services and the factors that influence it. The design of this research was all medical personnel at Gatoel Hospital Mojokerto with total sampling technique (42 respondents). Data collection using questionnaire, data analysis with logistic regression test at $\alpha = 0.05$. The results showed that age ($p = 0.040$), duration of work ($p = 0.039$), employment status ($p = 0.023$), leadership ($p = 0.038$), work culture ($p = 0.037$), job satisfaction ($p = 0.034$) significant to work commitment. While gender ($p = 0.077$) and work design ($p = 0.572$) have no effect to work commitment. The most influential factor on commitment is the employment status (Exp (B) = 1.639). Associated with loyalty, it is known that working factors ($p = 0.045$), employment status ($p = 0.032$), leadership ($p = 0.049$), work culture ($p = 0.033$), job satisfaction ($p = 0.025$), have significant influence to work loyalty, while the age factor ($p = 0.251$), gender ($p = 0.148$) and work design ($p = 0.431$) did not influence to loyalty. The most influential factor on loyalty is job satisfaction (Exp (B) = 1.743). The low loyalty of medical personnel is related to the low level of job satisfaction and employment status in part time, so Hospital management need to think about to reduce its part time labor, especially specialist by appointing new specialist doctors as permanent/organic staff. Respondents who have high work commitment rate that the leadership of Gatoel Hospital have a democratic leadership style, so tend to be more favored by medical personnel because the leadership has high confidence in medical personnel communication.

Keywords: commitment, loyalty, sociodemography, leadership, work culture, satisfaction, work design, medical personnel

1. Introduction

Increased public awareness of the quality of health services causes hospitals to be able to provide services and maintain the quality of services provided to patients. Good health services can be generated by collaboration of medical personnel, nursing paramedics (nurses, midwives) and non-nursing paramedics (nutrition, pharmacy). As an integral part of the process of health services in hospitals, medical services by medical personnel play a very important role in determining the good quality of the hospital (Isnati, 2007). Hospital Management is desperate for the medical personnel to have commitment and loyalty to the vision, mission and objectives of the Hospital so that the health services provided in the form of a prime service. One of the main differences between hospitals and other organizations is that hospital environments are typically characterized by professional heterogeneous mixes and non-professional staff. Hospitals are also characterized by high professionalism, family atmosphere and high levels of employee engagement (Evawati, 2011).

Organizations or institutions including hospitals have a unique organizational culture that distinguishes the organization or institution of the hospital from one another, so that every hospital manager from employees to top management must understand the organizational culture as a code of conduct in work. According to Lahay (2007) that the application of organizational cultural values as a culture of work is important for the development of the

identity of employees, in providing services to the community. Meanwhile, according to (Kreitner & Kinicki, 2005; Robbin, 2006) suggests that satisfied or unsatisfied statement of managers, clients or patients based on service providers is determined among others by sociodemographic factors and organizational culture.

Organizations or institutions including hospitals have a unique and unique organizational culture that distinguishes the organization or institution of the hospital from one another, so that every hospital manager from employees to top management should understand organizational culture as a code of conduct in work. According to Lahay (2007) that the application of organizational cultural values as a culture of work is important for the development of the identity of employees, in providing services to the community. Meanwhile, according to (Kreitner&Kinicki, 2005; Robbin, 2006) suggests that satisfied or unsatisfied statement of managers, clients or patients based on service providers is determined among others by socio-demographic factors and organizational culture.

Organizations with loyal employees have a significant competitive advantage and a higher level of survival compared to organizations with less loyal employees. The long-term success of any organization depends heavily on the quality and loyalty of its employees. Loyal employees are assets of the organization, and their retention is the key to success (Martensen & Gronbolt, 2006).

There are several factors that influence the commitment to the organization. Luthans (2009) argues that commitment is influenced by 3 things, namely human factors, organizational factors and non-organizational factors. Human factors are factors that include age, position and contribution to the organization. Organizational factors include *job description*, job value, support and leadership style. While the non-organizational factors is the existence of alternative jobs that are considered more valuable in terms of both emotional and material.

In addition to commitment, employee loyalty is also required to establish a high quality of service. Employee loyalty is needed in a company because it is an employee's mental attitude shown by a loyal attitude towards the company even though the company is in good or bad condition. Employee loyalty is demonstrated by the commitment of employees within the company (Fathayani, 2014). Good employees must be maintained loyalty in order to increase the productivity of the company to the fullest. This is in agreement with Wan (2006), the more loyal employees with the environment around employees work, the greater the desire to develop a commitment to the company.

Employees can be said to be loyal to the company when it has reached 3 to 5 years working in the company (Wan, 2006). Employees who have a high loyalty to the company will bring a high profit and make it an asset for the company. The length of the workforce may be included in the category of service requirements, whether it is a company where employees work now or before.

One of the causes of the decline in employee loyalty is job satisfaction, Job satisfaction refers to a person's attitude towards his job (Romli, 2012). Job satisfaction is a common attitude toward a person's job, the difference between the amount of honorarium an employee receives and how much they believe they should receive (Robbins, 2008). Employees with a high level of job satisfaction indicate a positive attitude towards the job that is the responsibility. This is evident from the attitude of employees to their work and everything in their work environment. Employees with high levels of job satisfaction usually have a record of attendance, job performance, and a good working relationship with other company members. Conversely, employees with low satisfaction levels will exhibit negative attitudes both to their work and to their working environment (Wibowo, 2013).

The effort that can be done by the hospital to increase the commitment and loyalty of medical officer is by increasing the employee's satisfaction so as to give the best service and wholeheartedly. In addition, the provision of incentives and rewards that achievement is also considered to make employees feel the effort that has been done valued commensurate with the results obtained by the company. The compensation of the company, for example, ensures the cost of health and transportation costs and the cost of eating during work in this way is expected to increase employee loyalty (Kusnanto, 2008).

RS Performance. Gatoel when viewed from *Bed Occupancy Rate* indicator (*BOR*) and *Length of Stay* (*LOS*) shows a very good achievement. This is shown from the average BOR in the year 2016 of 90.89%, while in 2017 (until October) amounted to 92.66%. All assessment indicators above the National Standards established by MoH RI (2006) are for BOR between 60% -85% and for LOS for 6-9 days. Nevertheless, there are some weaknesses in the service of the patient, which can be seen from a number of complaints received by the hospital, both in the clinic, which mostly involves the timeliness of late service or inpatient care not sure.

2. Materials and Method

The research design is correlational analytic with cross sectional approach. The population studied by all medical personnel at Gatoel Hospital Mojokerto with total sampling technique (42 respondents). Independent variables ie

sociodemographic factors (age, sex, duration of work, employment status), leadership, work culture, job satisfaction, work design. Dependent variable is commitment and loyalty. Data collection using questionnaire, data analysis with logistic regression test at $\alpha = 0,05$. This research has passed the ethical test by Medical Research Ethics Commission STIKes Surya Mitra Husada Kediri with No: 231/KEPK/XII/2017.

3. Results

3.1 Multivariate

Multivariate test result is done by testing all independent variables to dependent variable simultaneously, the result of analysis is seen based on Omnibus test of Model coefficient obtained the result as follows:

3.1.1 Against Work Commitment

Table 1. Multivariate analysis result factors affecting working commitment of medical personnel at Gatoel Hospital Mojokerto

		Chi-square	df	Sig.
Step 1	Step	23.606	8	.003
	Block	23.606	8	.003
	Model	23.606	8	.003

The result of multivariate analysis above shows that $p = 0,003 < \alpha = 0,05$ then H_0 is rejected and H_1 accepted which mean together there is significant influence between sociodemographic characteristic, employment status, leadership, work culture, satisfaction and work design to work commitment on medical personnel at the hospital Gatoel Mojokerto.

3.1.2 Against Work Loyalty

Table 2. Results multivariate analysis factors affecting labor loyalty of medical personnel at Gatoel Hospital Mojokerto

		Chi-square	df	Sig.
Step 1	Step	56.691	8	.000
	Block	56.691	8	.000
	Model	56.691	8	.000

The result of multivariate analysis above shows that $p = 0,000 < \alpha = 0,05$ then H_0 is rejected and H_1 is accepted which mean together there is significant influence between sociodemographic factor, employment status, leadership, work culture, satisfaction and work design to loyalty on medical personnel at Gatoel Hospital Mojokerto.

3.2 Bivariate Test

3.2.1 Against Commitment

The test results of the influence of independent variables partially on the dependent variable work commitment done using multiple logistic regression obtained the following results:

Table 3. Results analysis of factors affecting work commitment on medical personnel at Gatoel Hospital Mojokerto

Independent Variables	CI 95%			
	<i>Exp(B)</i>	Upper bound	Lower Bound	<i>P</i>
Age (X1a)	1.373	0,598	2,561	0,040
Gender (X1b)	.097	0,007	1,286	0,077
Duration of Work (X1c)	1.402	0,032	1,283	0,039
Employment status (X1d)	1.639	0,216	3,166	0,023
Leadership (X2)	1.389	0,469	1,919	0,038
Work culture (X3)	1.392	0,973	2,022	0,037
Job satisfaction (X4)	1.293	0,821	3,734	0,034
Deisgn of work (X5)	.846	0,473	2,513	0,572

The results of the analysis showed that the variables X1a (age) with $p = 0.040$, $\text{Exp}(B) = 1.373$, variable X1b (gender) with $p = 0.077$, $\text{Exp}(B) = 0.097$, X1c variable (duration of work) with $p = 0.039$, $\text{Exp}(B) = 1.402$, variable X1d (employment status) with $p = 0.023$, $\text{Exp}(B) = 1.639$, variable X2 (leadership) with $p = 0.038$, $\text{Exp}(B) = 1.389$, X3 (work culture) = 0,037, $\text{Exp}(B) = 1.392$, variable X4 (job satisfaction) with $p = 0.034$, $\text{Exp}(B) = 1.293$, variable X5 (design work) with $p = 0.572$, $\text{Exp}(B) = 0.846$ to variable Y1 work). It can be concluded that factors affecting work commitment are: age, duration of work, status of kepegaiwaan, leadership, work culture and job satisfaction, with the most dominant factor is the status of employment status with the effect of 1.639.

3.2.2 Against Loyalty

Test results by using multiple logistic regression to loyalty variable obtained the following results:

Table 4. Results analysis factors affecting loyalty in medical personnel at Gatoel Hospital Mojokerto

Independent Variables	CI 95%			
	<i>Exp(B)</i>	Upper bound	Lower Bound	<i>P</i>
Age (X1a)	0,257	0,505	1,529	0,251
Gender (X1b)	0,335	0,120	1,474	0,148
Duration of Work (X1c)	0,967	0,003	2,061	0,045
Employment status (X1d)	1,402	0,041	1,728	0,032
Leadership (X2)	1,087	0,701	2,074	0,049
Work culture (X3)	1,396	0,624	3,651	0,033
Job satisfaction (X4)	1,743	10,080	3,193	0,025
Deisgn of work (X5)	0,550	0,021	1,003	0,431

The variable X1a (age) with $p = 0.251$, $\text{Exp}(B) = 0.257$, variable X1b (gender) with $p = 0.148$, $\text{Exp}(B) = 0.335$, variable X1c (duration of work) with $p = 0.045$, $\text{Exp}(B) = 0.967$, variable X1d (employment status) with $p = 0.032$, $\text{Exp}(B) = 1.402$, variable X2 (leadership) with $p = 0.049$, $\text{Exp}(B) = 1.087$, variable X3 (work culture) with $p = 0.033$, $\text{Exp}(B) = 1.396$, variable X4 (job satisfaction) with $p = 0.025$, $\text{Exp}(B) = 1.743$, variable X5 (design work) with $p = 0.431$, $\text{Exp}(B) = 0.550$ to variable Y2 (work loyalty). It can be concluded that the factors affecting Loyalty work are: duration of work, employment status, leadership, work culture and job satisfaction, with the most dominant factor is the status of job satisfaction with the effect of 1.743.

4. Discussion

4.1 The Influence of Leadership Factor on Commitment to Medical Personnel At Gatoel Hospital Mojokerto in Health Services

The result of logistic regression analysis shows the probability value as follows: Leadership variable (X2) shows $p\text{-value} = 0,038 < \alpha = 0,05$ so H_0 is rejected and H_1 accepted which means there is influence of leadership factor to work commitment on medical personnel at Gatoel Hospital Mojokerto. The relationship between the commitment of medical personnel with leadership factors also obtained Amrin Nani (2011) in his research: "Analysis of the influence of management factors on the commitment of doctors in the filling of Inpatient Medical Record Document at RSUD Sunan Kalijaga Demak district get that leadership factor in the form of leader response well, the leader's support actions will affect the work commitment of his medical personnel".

According to Rivai et al. (2009), leadership is the process of directing and influencing activities that are related to the work of group members. An effective leader not only has enough power, but it is also necessary to examine the processes of influence that have a reciprocal effect between leaders and those led.

Leaders must be able to be as expected by employees and able to understand what is needed by subordinates so that subordinates can have a good impact and can work better by adjusting a style of leadership. The essence of leadership is to influence others to do what is desired. The process of influencing others must be done continuously to get a good response from the people it influences. When a good response is obtained from an individual or employee, the employee will be willing to cooperate and do something as if it is his or her own. This shows that leadership plays a role in increasing employee commitment.

Based on the results of research work commitment from medical personnel at the hospital. Gatoel most (57.1%) included in the high category, according to Zurnali (2010) commitment from medical personnel are included in the dimensions of normative commitment, because they have obligations and responsibilities as a doctor to perform health services as possible in accordance with competence his. The opposite is obtained from the study of Nurkaca I N. (2008) entitled: "Commitment of specialist doctors working in Western Sambas Kalimantan Hospital", qualitative research methods get specialist doctors' commitment is still low and still found in the normative commitment stage, while the factors that influence lack of prosperity and comfort in working at Sambas Hospital.

4.2 The Influence of Work Culture Factor on Commitment to Medical Personnel at Gatoel Hospital Mojokerto in Health Services

The result of logistic regression analysis shows the probability value as follows: work culture (X3) shows $p\text{-value} = 0,037 < \alpha = 0,05$ so that H_0 is rejected and H_1 accepted which mean there is influence of work culture factor to work commitment to medical personnel at Gatoel Hospital Mojokerto.

According Djokosantoso (2013), work culture is a system that is believed by all employees and related what is studied, applied, and developed continuously and can be used as a reference to behave in the organization to create corporate goals that have been established. According Ardana (2008) that a strong and rooted organizational culture will be able to contribute significantly to members of the organization, especially on the attitude and behavior of members of the organization, especially on employee job satisfaction.

Based on the results of research Working Culture is known that most respondents assess the existing work culture in Gatoel Hospital Mojokerto in enough category, that is 23 respondents (54,8%). Work culture plays an important role in building employee morale and attitudes, especially on the part of job satisfaction in order to create a totality in work which will place the company in a productive and profitable. Most of the medical staff in this study assessed the existing work culture in Gatoel Hospital Mojokerto in enough category. Culture of work in the category simply means that the existing working atmosphere in hospitals. Gatoel is still less suited to the needs of the medical tenagha. This may be due to the sharing of factors such as ineffectiveness of rules established by management, lack of coordination between leaders and medical personnel and lack of cooperation with co-workers. Regardless of the role of hospital leaders, medical personnel also need to develop a professional attitude by devoting all the skills and skills possessed in order to achieve organizational goals. The tasks and positions that are carried out are the God-given trusts so that it is hoped that the medical personnel who work in RS.Gatoel can have a sense of responsibility, honest and fair that is applied in daily work routine so that it will gradually become a positive culture for the organization.

4.3 The Influence of Satisfaction Factor on Commitment to Medical Personnel at Gatoel Hospital Mojokerto in Health Services

The result of logistic regression analysis shows the probability value as follows: The satisfaction variable (X4)

shows $p\text{-value} = 0,034 < \alpha = 0,05$ so H_0 is rejected and H_1 is accepted which means there is influence of job satisfaction factor to work commitment on medical personnel at Gatoel Hospital Mojokerto.

Job satisfaction is a pleasant emotional attitude and loves her job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed in work, out of work and in and out combination of work (Hasibuan, 2015). According to Permatasari (2013) if an employee is satisfied with his work then the employee will feel happy and free from feeling depressed so that there will be a sense of security to keep working in the work environment. Job satisfaction is the most frequently researched variable in organizational behavior research, and also a key variable in various studies and theories about organizational phenomena and behavior (Spector, 1997, in Hong Lu et al., 2012).

The results showed that there is a positive influence and significant job satisfaction on commitment. This means that the higher the job satisfaction felt by the staff, the higher the commitment of staff to the work institution. This is also supported by the results of research indicating that most of the highly committed medical personnel also experience high job satisfaction (47.6%). These conditions indicate what is expected in accordance with what is felt by the staff in working in the hospital. Staff who are happy with their work and have the opportunity to develop their competencies will be able to increase loyalty to the home. Staff who are satisfied with the salary received and benefits in accordance with job responsibilities indicate a reflection of how management views their contribution to the hospital. This will indirectly lead to a feeling of staying committed and staying in the hospital. Gatoel.

4.4 The Influence of Work Design Factors on the Commitment of Medical Personnel in Gatoel Hospital Mojokerto in Health Services

The result of logistic regression analysis shows the probability value as follows: Work design variable (X5) shows $p\text{-value} = 0,572 > \alpha = 0,05$ so that H_0 is accepted and H_1 is rejected which means there is no influence of work design factor to work commitment to medical personnel at RS . Gatoel Mojokerto. From this study shows that highly committed medical personnel have an assessment that the work design in RS Gatoel is in good category (57.1%).

Work design is a specification of the content, methods and relationships of individual jobs to meet the personal needs of individual employers and teams (Sunarto, 2015). Design work will provide firmness and standard of duties that must be achieved by each employee, if the design work provided less clear will result in employees are less aware of the duties and responsibilities that will affect the passion of employees in work, this resulted in work is not achieved properly.

However, the results of this study indicate that there is no influence of work design on commitment, this can occur because the characteristics of the work of medical personnel in hospitals have a very wide variety of skills with different types of work as well. In addition, the results of a medical worker in general do not have too much impact on the work of other staff. Based on the results of the study it can be seen that the design of the work involves less feedback and from the medical staff so that the shortcomings of the design work that has been applied can not be fixed immediately, the uncertainty can affect employees' work commitments.

4.5 The Influence of Sociodemographic Factors on the Commitment of Medical Personnel in RS Gatoel Mojokerto in Health Services

The result of logistic regression analysis shows the probability value as follows: Age variable (X1.a) shows $p\text{-value} = 0,040 < \alpha = 0,05$ so that H_0 is rejected and H_1 is accepted which mean there is influence of sociodemographic characteristics based on age to work commitment on medical personnel Gatoel Hospital Mojokerto. The gender variable (X1.b) shows $p\text{-value} = 0,077 > \alpha = 0,05$ so that H_0 is accepted and H_1 is rejected which means no influence of sociodemographic characteristics based on sex on work commitment on medical personnel at Gatoel Hospital Mojokerto. The variable of working period (X1.c) shows $p\text{-value} = 0,039 < \alpha = 0,05$ so that H_0 is rejected and H_1 is accepted which mean there is influence of sociodemographic characteristic based on duration of work to work commitment to medical personnel at Gatoel Hospital Mojokerto. Staffing status variable (X1.d) shows $p\text{-value} = 0,023 < \alpha = 0,05$ so H_0 is rejected and H_1 accepted which mean there is influence of sociodemographic characteristic based on employment status to work commitment to medical personnel at Gatoel Hospital Mojokerto.

Sociodemography deals with individual traits such as age, gender and social characteristics such as education, employment, marital status, position or position within an organization. According to Tai et al. (2008), personal characteristics of employees such as intelligence, attitudes, past, gender, age, and duration of work affect the work of an employee's job moves.

The results showed most respondents aged over 45 years. The older the age of medical personnel the tendency to

have a higher work commitment. This is because the older the age of someone then the opportunity to find work elsewhere decreases, besides with the older age, there is a tendency to immediately ensure the level of establishment including in terms of working certainty. The results of this study also can be seen that the responder with employee status still has a much higher commitment, while the part-time status (all respondents specialist doctors) only half of the respondents who have high category work commitments. As a permanent employee, the respondent feels that he/she has a working certainty until the age of old, therefore the respondent devotes all his ability to the hospital's progress which has guaranteed him to work until the retirement age limit.

4.6 The Influence of Leadership Factor on Loyalty to Medical Personnel at Gatoel Hospital Mojokerto in Health Services

The result of logistic regression analysis shows the probability value as follows: Leadership variable (X2) shows $p\text{-value} = 0,049 < \alpha = 0,05$ so H_0 is rejected and H_1 accepted which means there is influence of leadership factor to loyalty to medical personnel at Gatoel Hospital Mojokerto.

Leadership is the ability to influence a group for the achievement of goals (Robbins, 2008). In an organization the role of leaders in achieving organizational goals is quite large. This is caused because leaders who organize all activities of achieving organizational goals. Leadership ability of a leader in the organization is very decisive policies to be taken, leadership depends on the leadership to influence it.

The results of this study indicate that the respondents have low job loyalty assessing leadership factor in Gatoel Hospital is Free control (Laissez Faire), if the respondents have high work loyalty assess the leadership factor in Gatoel Hospital is Democratic. This happens because of the leadership policy, the leadership policy is due to the obstacles in the delegation of tasks that run less effective. To overcome these obstacles the leader must give the subordinate the true freedom to perform the tasks assigned to him. According to him also so that obstacles can be overcome the policies issued by the leadership can be: provide motivation and compensation to medical personnel by pushing subordinates through attention to their sensitive needs and goals. In addition, the provision of guidance, assistance and information to subordinates to the actual work is crucial in performance.

This may have something to do with the Act. Medical Practice (2004) which allows a physician/dentist/specialist to work or practice in 3 places of health facility equipped with a Practice License (SIP) issued by the Health Department at his or her practice. This is also supported by the fact that most of the respondents are specialists = 33 people, half-time there are 30 people. From 30 people this specialist doctors must still have a place of practice in health facilities/other hospitals, so it is difficult to claim they have loyalty high in RS.Gatoel. Kedepannya Leader RS.Gatoel in improving the loyalty of his specialist doctors need to think about to reduce his part-time specialist doctor, for example by opening a job vacancy to appoint a newly graduated specialist doctors and not civil servants as an organic physician at RS.Gatoel or with provide scholarships for specialist physician education programs for general practitioners who studied work within the old cukuo (eg> 5 years) and were judged to have high loyalty to RS.Gatoel.

4.7 Influence of Work Culture Factor to Loyalty to Medical Personnel at Gatoel Hospital Mojokerto in Health Services

The result of logistic regression analysis shows the probability value as follows: Work culture variable (X3) shows $p\text{-value} = 0,033 < \alpha = 0,05$ so H_0 is rejected and H_1 accepted which mean there is influence of work culture factor to loyalty to medical personnel at Gatoel Hospital Mojokerto.

This study found that respondents who assessed the work culture in hospitals. Gatoel quite have low loyalty, on the contrary respondents who assess the work culture in RS.Gatoel well they have high loyalty. The results of this study in accordance with the statement of Pattipawae (2011) describes the work culture is a philosophy based on the view of life as values that become the nature, habits and driving forces, entrenched in the life of a community or organization, and then reflected from attitudes into behavior, ideals, opinions and actions that manifest as work or work. Based on the results of the study it is known that the respondents who considered the work culture in the category have enough loyalty in the low category, ie 19 respondents (45.2%).

4.8 The Influence of Satisfaction Factor on Loyalty to Medical Personnel at Gatoel Hospital Mojokerto in Health Services

The result of logistic regression analysis shows the probability value as follows: The satisfaction variable (X4) shows $p\text{-value} = 0,025 < \alpha = 0,05$ so H_0 is rejected and H_1 is accepted which means there is influence of job satisfaction factor to loyalty to medical personnel at Gatoel Hospital Mojokerto.

According to Hasibuan (2011) loyalty or loyalty is reflected by the willingness of employees to maintain and

defend the organization inside and outside the work of irresponsible people. Based on the definition can be explained that employees will do anything to maintain the integrity of an organization's organization from threats coming from within and outside the company. Many factors that can make an employee to be loyal to the company one of them is job satisfaction ..

Employee's satisfaction with her job depends on the employee's perception of her job. Employees will feel satisfied if his work can provide something of value to him. Each employee has the goals and desires of each to be achieved in his work. In order for employees to achieve goals, companies need to increase employee satisfaction so that it can bring a positive impact for the company with the formation of loyalty in each employee. Companies or organizations can retain employees who have good performance and competence by growing employee loyalty. In this study, there is a low job satisfaction and low loyalty if the job satisfaction is high then the loyalty will be high too.

4.9 The Influence of Work Design Factors on the Loyalty of Medical Personnel in Hospitals. Gatoel Mojokerto in Health Services

The result of logistic regression analysis shows the probability value as follows: Work design variable (X5) shows $p\text{-value} = 0,431 > \alpha = 0,05$ so that H_0 is accepted and H_1 is rejected which means there is no influence of work design factor to loyalty to medical personnel at Gatoel Hospital Mojokerto.

According to Greendberg and Baron in Sitohang, (2007) work is designed to help employees do the job with pleasure and care about what is done, and to be valuable and meaningful to employees in doing their work activities. The results of this study are not in accordance with the opinion of Steers & Porter (2008) which states the work design/company will affect its work loyalty. It can be seen from the results of this study that respondents who assess the design work in the hospital. Gatoel is in good category but has low loyalty (54,8%).

Characteristics of corporate design concerning the internal company that can be seen from the centralization, the level of formality, the level of participation in decision-making, at least has been filed various levels of association with corporate responsibility. Functional dependency and corporate control functions. This does not seem to apply to part-time specialist medical staff who can work in some hospitals. Barriers that occur in the design work at Gatoel Hospital as escort or working hours of specialist medical personnel do not have a fixed time.

4.10 The Influence of Sociodemographic Factors on the Loyalty of Medical Personnel at Gatoel Mojokertsa Hospital in Health Services

The result of logistic regression analysis shows the probability value as follows: Age variable (X1.a) shows $p\text{-value} = 0,251 < \alpha = 0,05$ so that H_0 is accepted and H_1 is rejected which means no influence of age sociodemographic characteristic to loyalty to medical personnel Gatoel Hospital Mojokerto. The gender variable (X1.b) shows $p\text{-value} = 0,148 > \alpha = 0,05$ so that H_0 is accepted and H_1 is rejected which means there is no influence of sociodemographic characteristics based on sex on loyalty to medical personnel at Gatoel Hospital Mojokerto. The variable of working period (X1.c) shows $p\text{-value} = 0,045 < \alpha = 0,05$ so that H_0 is rejected and H_1 is accepted which mean there is influence of sociodemographic characteristic based on duration of work to work commitment to medical personnel at Gatoel Hospital Mojokerto. The employment status variable (X1.d) shows $p\text{-value} = 0,032 < \alpha = 0,05$ so that H_0 is rejected and H_1 is accepted which means there is an influence of sociodemographic characteristics based on employment status on loyalty to medical personnel at Gatoel Hospital Mojokerto.

The results of this study do not support the opinion of Steers & Porter (2008) which states that one of the factors affecting work loyalty is the age factor. The results of this study also do not support the opinion of Steers & Porter (2008) which states that one of the factors affecting work loyalty is gender, where women have a higher work loyalty than men. The results of this study support the opinion of Steers & Porter (2008) which states that one of the factors affecting employment loyalty is the employee's length of employment.

As a permanent employee, these medical personnel will receive a monthly salary plus monthly service fee, wastewater facilities and welfare benefits such as health insurance facilities, compared to part-time workers who earn salary only from their services to patients without facilities other extras. These factors can increase the loyalty of permanent personnel. Nevertheless, it is interesting to note from this study that the 20-30 year age group has low job loyalty, which for this group is filled by fresh graduate respondents, their low loyalty is possible because this respondent wants continue their education to a specialist program or they still have the desire to be appointed ASN (State Civil Apparatus), so they do not want to work for long time at RS Gatoel, so this causes their loyalty to be low. In conclusion, the respondents' employment status factors affect their work loyalty. This study proves that part-time employees have lower loyalty when compared to regular employees (54.8% versus 4.8%).

5. Conclusion

There is influence of leadership factor on work commitment to medical personnel at Gatoel Hospital Mojokerto (p-value = 0,038). Then, any influence of leadership factor on loyalty to medical personnel at Gatoel Hospital Mojokerto (p-value = 0,049). similarly, influence of work culture factor to work commitment to medical personnel at Gatoel Hospital Mojokerto (p-value = 0,037). In addition influence of work culture factor to loyalty to medical personnel at Gatoel Hospital Mojokerto (p-value = 0,033). Influence of job satisfaction factor on work commitment to medical personnel at Gatoel Hospital Mojokerto (p-value = 0,034). There is influence of job satisfaction factor to loyalty to medical personnel at Gatoel Hospital Mojokerto (p-value = 0,025).

However, no influence of work design factors on work commitment to medical personnel in Gatoel Hospital Mojokerto (p-value = 0,572). Also no influence of work design factors on loyalty to medical personnel in Gatoel Hospital Mojokerto (p-value = 0,431).

By contrast, there is influence of sociodemography based on age (p-value = 0,040), duration of work (p-value = 0,039), employment status (p-value = 0,023) to work commitment to medical personnel at Gatoel Hospital Mojokerto. There is influence of sociodemography based on duration of work (p-value = 0,039), employee status (p-value = 0,032) to loyalty to medical personnel at Gatoel Hospital Mojokerto.

Competing Interests Statement

The authors declare that there are no competing or potential conflicts of interest.

References

- Allen, N. J., Meyer, P. J., & Smith, C. A. (1993). Commitment to Organizations and Occupations: Extension and Test of a Three-Component Conceptualization. *Journal of Applied Psychology*, 78(4).
- Amrin, N. (2011). Analisis pengaruh faktor-faktor manajemen terhadap komitmen Dokter dalam pengisian Dokumen Rekam Medis Rawat Inap di RSUD Sunan Kalijaga. *Semarang Jurnal Pasca Sarjana Universitas Diponegoro*. [In Indonesian]
- Ardana, K. (2008). *Perilaku Keorganisasian*. Yogyakarta: Graha Ilmu. [In Indonesian]
- Bleich, S.N., Ozaltin, E., & dan Murray, C.J.L. (2009). How does satisfaction with the health care system relate to patient experience. *Bull World Health Organ.*, 87. <https://doi.org/10.2471/BLT.07.050401>
- Djokosantoso, M. (2013). *Budaya. Korporat dan Keunggulan Korporasi*. Jakarta: PT Elex Media Komunikasi. [In Indonesian]
- Evawati. (2011). Pengaruh Budaya Organisasi Terhadap Loyalitas Perawat Bagian Anak Rumah Sakit Umum Daerah Tangerang. *Jurnal Fakultas Ekonomi dan Bisnis Universitas Mercu Buana*. [In Indonesian]
- Greenberg, Jerald dan Baron, & Robert, A. (2010). *Perilaku Organisasi*. Jakarta: Prentice Hall [In Indonesian]
- Hasibuan, P. S., & Malayu. (2015). *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara. [In Indonesian]
- Lu, H., Barriball, K. L., Zhang, X., & While, A. E. (2012). Job satisfaction among hospital nurses revisited: a systematic review. *International journal of nursing studies*, 49(8), 1017-1038. <https://doi.org/10.1016/j.ijnurstu.2011.11.009>
- Isnati. (2007). Mutu Pelayanan Medik Pada Peserta Askes. *Jurnal Kesehatan Masyarakat Andalas*, 2(1), 2007. [In Indonesian]
- Kartono, K. (2006). *Psikologi Sosial Untuk Manajemen, Perusahaan dan Industri*. Jakarta: PT Raja Grafindo Persada. [In Indonesian]
- Kreitner, Robert dan Angelo Kinicki. (2015). *Perilaku Organisasi, Edisi Bahasa Indonesia*. Jakarta: Salemba Empat. [In Indonesian]
- Kusnanto. (2008). *Pengantar Profesi dan Praktik Kedokteran Profesional*. Jakarta: EGC. [In Indonesian]
- Lahay, B. B. (2007). *Psychology: An introduction* (9th ed.). New York : McGraw Hill.
- Luthans, F. (2009). *Perilaku Organisasi. Edisi Sepuluh*. Yogyakarta: Andy Offset. [In Indonesian]
- Malik, O. F., & Waheed, A. (2010). The mediating effects of job satisfaction on role stressors and affective commitment. *International Journal of Business and Management*, 5(11), 223. <https://doi.org/10.5539/ijbm.v5n11p223>
- Mangkuprawira, S., & dan Hubeis, A. V. (2008). *Manajemen Mutu Sumber Daya Manusia*. Bogor: Ghalia

- Indonesia [In Indonesian].
- Ndraha, T. (2008). *Pengantar Teori Pengembangan Sumber daya Manusia*. Jakarta : Rineka Cipta. [In Indonesian]
- Nurkaca, I. N. (2008). Komitmen dokter spesialis bekerja di RSUD Sambas Kalimantan Barat. *Jurnal Pasca Sarjana Universitas Gadjah Mada*. [In Indonesian]
- Permatasari, R. O. (2013). Pengaruh Komitmen Organisasi, Tindakan Supervisi, Komunikasi dan Motivasi terhadap Kepuasan Kerja Auditor Pemula (Studi Empiris pada Kantor Akuntan Publik di Semarang). *Jurnal Pasca Sarjana Akuntansi Unika Soegijapranata*. [In Indonesian]
- Rivai, V. (2009). *Manajemen Sumber Daya Manusia Untuk Perusahaan*. Cetakan Pertama, Jakarta, PT. Raja Grafindo Persada. [In Indonesian]
- Robbins, S. P., & dan Timothy, A. J. (2008). *Perilaku Organisasi Edisi ke-12*. Jakarta: Salemba Empat. [In Indonesian]
- Sihotang, A. (2007). *Manajemen Sumber Daya Manusia*. Jakarta: Pradnya. Paramita. [In Indonesian]
- Steers, R. M., & Porter, L. W. (2009). *Motivation and Work Behavior*. New York: McGraw-Hill Book Company.
- Sudarwan, D. (2006). *Motivasi Kepemimpinan dan Efektivitas Kelompok*. Jakarta: Penerbit Rineka Cipta. [In Indonesian]
- Thoha, M. (2010). *Kepemimpinan Dalam Manajemen*. Jakarta : Rajawali Pers. [In Indonesian]
- Utama, S. (2010). *Memahami Fenomena Kepuasan Terhadap Rumah Sakit*. Sumatera Utara: Fakultas Kesehatan Masyarakat USU. [In Indonesian]
- Wibowo. (2013). *Manajemen Kinerja*. Jakarta: Rajawali Pers. [In Indonesian]
- Zurnali, C. (2010). *Learning Organization, Competency, Organizational Commitment, And Customer Orientation: Knowledge*. Bandung: Unpad Press.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).