



## The Covid incentive has a positive and significant effect on employee performance mediated by organizational commitment at the Hermina Hospital Yogyakarta

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**ABSTRACT:** Organizational commitment has a profound influence on the success of an organization and is highly valued. The level of organizational commitment of health workers is closely related to the productivity and quality of care provided by health institutions. This type of research is descriptive quantitative research. The population of this study were employees at RSH Hermina Yoga, amounting to an average of 50 health workers each month. This study uses Structural Equation Modeling (SEM) analysis with Partial Least Square (PLS) (SEM-PLS) tools. The results of this study indicate that the Covid incentive has no effect on employee performance. Covid incentives have a positive and significant effect on organizational commitment. Organizational commitment has an effect and is significant on employee performance. The Covid incentive has a positive and significant effect on employee performance mediated by organizational commitment at the Hermina Hospital Yogyakarta.

**KEYWORDS:** Covid Incentives, Employee Performance, Organizational Commitment

Received 18 July, 2021; Revised: 01 August, 2021; Accepted 03 August, 2021 © The author(s) 2021.  
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### I. INTRODUCTION

Covid-19 incentive is one form of compensation received by workers from the institutions as the employer's treatment for the employees due to the situation in which they will be remembered, so that incentives can affect the commitment of the organization and the performance of employees [1]. An individual who is effectively prevented from working and then who is not paid in accordance with the company's sick salary policy or (when they are not sick) are not paid in full can affect the employee's commitment for work as well as the performance of the work that provides treatment to Covid-19 patients. Employers who provide Covid-19 incentives have been implementing the policies that are fast and effective and supporting the employees and comply with sick payment policies in accordance with government regulations. Full-paid has become a strong factor in building employee's stability [2].

The commitment of health workers can affect the performance of employees. The Quality of working life contributes to the commitment of the organization, and lead to the lower resignation/transfer intentions among professionals [3]. The quality of working life depends on the combination of work environment variables that have an important impact on organizational commitment, work participation, and work performance. Therefore, measuring two variables of quality of work life and organizational commitment is important for all employees of the organization [4].

Based on preliminary studies at the hospital shows that the last few months there has been burnout. Many employees decide a resignation because of the excessively high workload and are because of the more task to be done and also concerns about the covid-19 outbreak. Every three months, there is a change of employees caused by employees cannot adapt to the work environment. Employees also feel unaccustomed to using personal protective equipment (PPE) so that the performance of employees who are taking care of covid patients have more risks and burdens and are unable to continue the work and choose to resign. This condition indicates that the commitment is still low among the. The phenomenon of employee performance and organizational commitment in the new normal era is interesting to be studied. Therefore, the focus of this study is the influence of Covid Incentives on employee performance mediated by organizational commitments at Hermina Hospital Yogyakarta.

## II. RESEARCH METHOD

This type of research is quantitatively discrete. The population of this study is employees at RSH Hermina Yogya which is in an average of 50 person of health workers per month. Data collection techniques used is questionnaires on respondents through google form. This study uses Structural Equation Modeling (SEM) analysis with Partial Least Square (PLS) (SEM-PLS) aids.

## III. EQUATIONS OF MOTION

### 1. Outer Model Testing

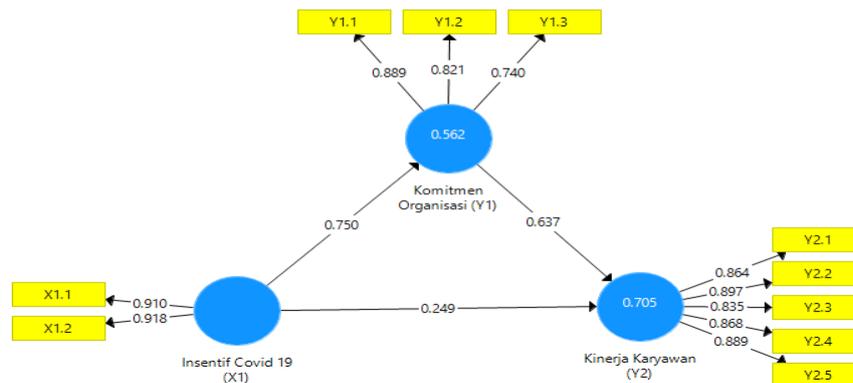


Figure.1 Outer Model

#### a. Convergent Validity Testing

Measurement models or *outer models* with reflective indicators are evaluated with the *convergent validity* and *discriminant validity* of the indicators.

Table 1. Outer Model Test Result

	Covid 19 incentives (X1)	Employee Performance (Y2)	Organization Commitment (Y1)
X1.1	0,910		
X1.2	0,918		
Y1.1			0,889
Y1.2			0,821
Y1.3			0,740
Y2.1		0,864	
Y2.2		0,897	
Y2.3		0,835	
Y2.4		0,868	
Y2.5		0,889	

The results above are indicated by the outer loading value item  $> 0.70$ , which is declared valid and can be proceed to the next analysis.

#### b. AVE Test

Table 2. AVE test result

	Average Variance Extracted (AVE)
Covid-19 Incentives (X1)	0,836
Employees Performance (Y2)	0,759
Organization Commitment (Y1)	0,671

Based on the explanation of the results above, it shows that all constructs can be said to be valid, both the AVE value and the outer loading value in each indicator have shown  $> 0.50$ .

**c. Composite Reliability**

Table 3. Composite Reliability Result

	Composite Reliability
Covid-19 Incentives (X1)	0,911
Employees Performance (Y2)	0,940
Organization Commitment (Y1)	0,859

The results of the analysis show that Composite Reliability on all constructs has a satisfactory value, that is the value of each variable is above the minimum value of 0.70. Based on this value, the consistency and stability of the instrument used is very high. In other words, it can be concluded that the reliability of the instrument is met.

**2. Inner Model Test (Structural Model)**

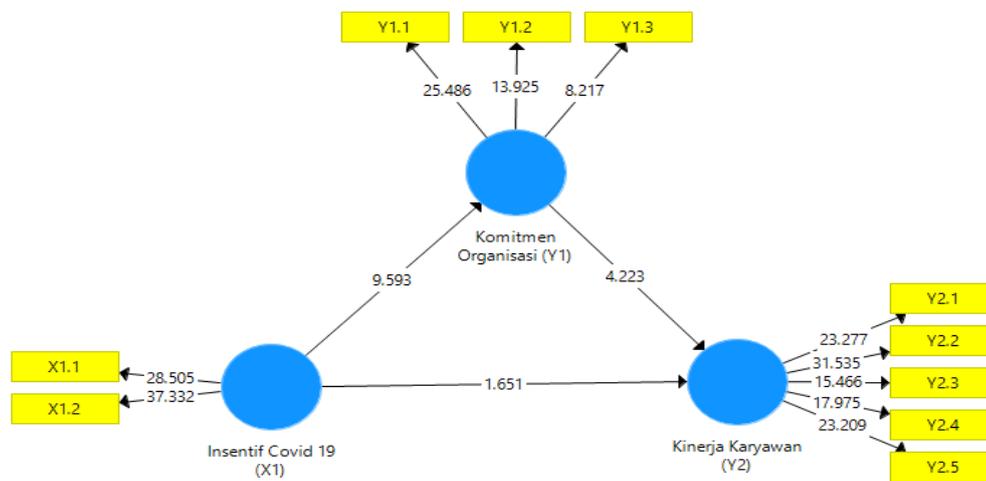


Figure. 2 Inner Model

**a. Hypothesis Testing**

Table 4. Direct Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Covid 19 Incentives (X1) -> Employees Performance (Y2)	0,249	0,250	0,151	1,651	0,099
Covid 19 Incentives (X1) -> Organization commitment (Y1)	0,750	0,748	0,078	9,593	0,000
Organization commitment (Y1) -> Employees Performance (Y2)	0,637	0,637	0,151	4,223	0,000

Table 5. Indirect Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Insentif Covid 19 (X1) -> Kinerja Karyawan (Y2)	0,477	0,474	0,118	4,056	0,000

The explanation of the results of the analysis to determine the effect between each variable is as follows:

**a. The effect of covid 19 incentives on employee performance at Hermina Hospital Yogyakarta**

By using the PLS approach results in the coefficient of the effect of the covid incentive on the performance of health workers 1.651 (p value 0.099 > 0.05). Based on the statistical t-test result of 1.651, because the t-

statistic value is smaller than the t-table 2.00, the hypothesis that "covid 19 incentives affect employee performance at Hermina Hospital Yogyakarta" does not support.

**b. The effect of the covid 19 incentive on the organizational commitment of the Hermina Hospital Yogyakarta**

The test results with the PLS approach resulted in the coefficient of the effect of the covid incentive on hospital organizational commitment with a value of 9.593 (p value 0.000 <0.05). Based on the results of the statistical t-test of 9.593, because the t-statistic value is greater than t-table 2.00, the hypothesis that states "Covid 19 intensive towards organizational commitment in hospitals.

**c. The effect of organizational commitment on employee performance Hermina Hospital Yogyakarta.**

The results of the test using the PLS approach resulted in the coefficient of the influence of organizational commitment on the performance of health workers at Hermina Hospital Yogyakarta with a value of 4.223 (p value 0.000 <0.05). Based on the results of the t-test statistic of 4.223, because the t-statistic value is greater than t-table 2.00, the hypothesis which states "Organizational Commitment affects the performance of health workers at Hermina Hospital Yogyakarta" is **supported**.

**d. Pengaruh insentif covid 19 terhadap kinerja karyawan yang dimediasi komitmen organisasi Rumah sakit Hermina Yogyakarta**

The test results with the PLS approach resulted in a coefficient value of the effect of the Covid Incentive on the performance of health workers mediated by organizational commitment at the Hermina Hospital Yogyakarta with a value of 4.056 (p value 0.000 <0.05). Based on the results of the t-test statistic of 4.056, because the t-statistic value is greater than t-table 2.00, the hypothesis which states "Covid incentives affect the performance of health workers mediated by organizational commitment at the Hermina Hospital Yogyakarta" is **supported**.

**Goodness of fit model Variable Contributions**

**Tabel 6. Inner Model Analysis (Goodness of fit model)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Employees Performance (Y2)	0,705	0,722	0,081	8,739	0,000
Organization Commitment (Y1)	0,562	0,565	0,113	4,982	0,000

The results above show that the R-square value for the employee performance variable is 0.705. It means that the covid incentive variable and organizational commitment are able to predict employee performance by 70.5%. The R-square value for the organizational commitment variable is 0.562. It means that the covid incentive contributes to organizational commitment by 56.2%.

#### IV. DISCUSSION

The effect of Covid Incentives on employee performance at Hermina Hospital Yogyakarta.

The research findings show that the Covid 19 incentive has no effect on employee performance at Hermina Hospital Yogyakarta. The program provided by the government to provide covid incentives to employees certainly has certain goals in accordance with the predetermined program. Medical personnel who work with Covid patients have a risk of being exposed to Covid, by providing incentives they can provide direct and indirect benefits to the employee performance. Empirical conditions of employee performance continue to carry out responsibilities as medical personnel, high awareness of working professionally, using strict protocols. It means that the covid incentive has not been able to have a direct influence on employee performance, thus there are other factors that can support it along with the covid incentive variable that contributes indirectly to the performance of medical personnel at Hermina Hospital Yogyakarta. The findings of this study are different from the research conducted by [5] explaining that the covid incentive affects the performance of employees in hospitals.

The effect of the Covid Incentive on organizational commitment at Hermina Hospital Yogyakarta.

The research findings show that there is an influence of covid incentives on organizational commitment at Hermina Hospital Yogyakarta. The provision of covid incentives in accordance with empirical conditions is able to provide direct benefits to hospital organizational commitments, thus the behavior of hospital employees is increasingly committed to carrying out tasks faithfully, responsibly and professionally by providing covid incentives in accordance with the risks of handling covid patients in hospitals. The findings of this study are in accordance with research conducted by [6]. The results of this study imply that empowerment and compensation are important factors in improving employee performance. The mediating role of organizational commitment

can also contribute to performance improvement. The leadership of each regional apparatus organization in Denpasar City needs to pay attention to this so that organizational goals can be achieved [6].

The effect of organizational commitment on employee performance at Hermina Hospital Yogyakarta.

Organizational commitment has an effect on employee performance at Hermina Hospital Yogyakarta. The findings of this study are in accordance with the results of previous studies which showed that there was an effect of organizational commitment on employee performance. The higher the organizational commitment of employees, the higher the employee's performance [7]. Organizational commitment reflects the degree to which a person knows the company and its goals. Common understanding states that commitment is an agreement to do something for oneself, another person, a group or an organization. Organizational commitment consists of three interrelated components, namely: affective commitment, normative commitment and continuance commitment [8]. To improve employee attitudes, the company should improve employee discipline because it is a tool used by managers to communicate with employees so that they are willing to change their behavior or attitude as well as an effort to increase awareness and willingness of someone to obey company regulation with norms prevailing social conditions [9].

The effect of Covid Incentives on employee performance mediated by organizational commitment at Yogyakarta Hermina Hospital.

Covid 19 incentives affect employee performance which is mediated by organizational commitment at Hermina Hospital Yogyakarta. One of the kind of providing incentives is by increasing positions, providing bonuses for employees, providing incentives on time, and providing allowances in accordance with the employee's job responsibilities. The hospital must continue to provide incentives for its employees so that employees will be motivated to do better for the hospital where they work.

Covid incentives contributed to organizational commitment by 56.2%, it means that the incentive variable was able to predict directly with the medium category so that the other factors were needed to be able to predict better organizational commitment. The contribution of the covid incentive variable and organizational commitment has a greater indirect effect than the direct effect. This means that the mediating variable of organizational commitment in synergy with the covid incentive is able to predict employee performance by 70.5%. The role of organizational mediation with covid incentives is very good for improving the performance of hospital employees, these results can be used as consideration for making policies to be implemented on human resources, especially medical personnel who provide services to all patients, both those who have not been indicated by COVID and Covid patients.

## V. CONCLUSION

Covid incentives have no effect on employee performance at Hermina Hospital Yogyakarta. Covid incentives have a positive and significant impact on organizational commitment at Hermina Hospital Yogyakarta. Organizational Commitment has a significant and significant effect on employee performance at Hermina Hospital Yogyakarta. Covid incentives have a positive and significant effect on employee performance mediated by organizational commitment at Hermina Hospital Yogyakarta.

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