

ORGANIZATIONAL COMMITMENT AMONG CIVIL SERVANTS: THE INFLUENCE OF WORK MOTIVATION AND ORGANIZATIONAL CULTURE AT DR. SOEDARSO REGIONAL GENERAL HOSPITAL

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Abstract

This study aimed to examine the effect of work motivation and organizational culture on organizational commitment among civil servants in the Finance Department of Dr. Soedarso Regional General Hospital. A quantitative approach with an associative research method was employed. Primary data were obtained through interviews with the Head of the Finance Department and questionnaires distributed to respondents, while secondary data comprised organizational profiles, employee records, attendance data, and performance reports. The population consisted of 30 civil servants, all of whom were selected as respondents using a total sampling technique. Data were analyzed using validity and reliability tests, normality, linearity, and multicollinearity tests, multiple linear regression analysis, correlation analysis, the coefficient of determination, partial t-tests, and a simultaneous F-test. The results showed that work motivation had a positive and significant effect on organizational commitment, with a regression coefficient of 0.321 and a significance value of 0.021. Organizational culture also had a positive and significant effect on organizational commitment, with a regression coefficient of 0.271 and a significance value of 0.015. Simultaneously, work motivation and organizational culture had a significant effect on organizational commitment, as indicated by an F-value of 10.469 and a significance value of 0.001. The correlation coefficient of 0.661 indicated a strong relationship, while the coefficient of determination of 0.437 showed that both variables explained 43.7% of the variation in organizational commitment. Practically, hospital management should strengthen motivation through performance recognition, competency development, fair task distribution, and feedback, while reinforcing organizational culture through shared values, teamwork, accountability, and integrity.

Keywords: *Work Motivation, Organizational Culture, Organizational Commitment.*

1. INTRODUCTION

Human resources play an essential role in the delivery of healthcare services in hospitals because they are involved in medical services, administrative functions, and supporting services. Human resource management in healthcare organizations is associated with various organizational aspects, including work motivation, organizational culture, and employee organizational commitment (Norfatimah & Yudianto, 2025). Work motivation is related to an individual's drive in carrying out work responsibilities (Hasibuan, 2007). Work motivation refers to internal and external factors that encourage individuals to work enthusiastically in achieving organizational goals. Strong work motivation can promote employee achievement and productivity through work discipline that supports orderliness within the organization (Adinda et al., 2023). High work motivation encourages work

enthusiasm, job satisfaction, productivity, and employee performance (Rulianti & Nurpribadi, 2023).

Organizational culture represents a system of shared values and meanings that distinguishes one organization from another (Robbins & Judge, 2019). Organizational culture reflects the values, habits, and behaviors that are consistently applied to support organizational effectiveness and the achievement of organizational goals (Wahjono, 2022). It also reflects shared values and norms that guide the behavior of organizational members in supporting the achievement of organizational objectives (Utami et al., 2024).

An effective organizational culture not only shapes employee behavioral patterns but also contributes to increased organizational commitment as a form of employee attachment to the organization. Organizational commitment reflects the extent to which individuals are attached to the organization in which they work (Robbins & Judge, 2019). Organizational commitment is an important aspect of organizational behavior that reflects employees' psychological attachment to their work and organization, as demonstrated through the internalization of organizational values, motivation, attitudes, and intentions to support the achievement of organizational goals (Raharjo et al., 2023). Organizational commitment refers to employees' loyalty, responsibility, and willingness to remain part of the organization and participate in achieving organizational objectives (Herminingsih & Magfuroh, 2024).

In the provision of healthcare services in Indonesia, hospitals are institutions that provide comprehensive individual healthcare services through inpatient care, outpatient care, and emergency services, as stipulated in Law of the Republic of Indonesia Number 44 of 2009. Hospital service standards are also regulated through the Regulation of the Minister of Health Number 129/Menkes/SK/II/2008 as a reference for the implementation of healthcare services. Dr. Soedarso Regional General Hospital is a referral hospital owned by the Provincial Government of West Kalimantan. Since 2022, it has held Class A hospital status and full accreditation. The hospital carries out service, education, research, development, administrative, and financial management functions in accordance with West Kalimantan Governor Regulation Number 85 of 2022. Based on data from Dr. Soedarso Regional General Hospital (2026), the hospital employs 1,689 personnel, consisting of 1,075 civil servants, 141 government employees under work agreements, and 473 contract employees. The Finance Department consists of 30 civil servants and 16 BLUD employees.

Internal data from Dr. Soedarso Regional General Hospital indicate that the absenteeism rate of civil servants in the Finance Department declined during the 2022–2024 period, from 3.26% in 2022 to 3.08% in 2023 and 1.38% in 2024 (Dr. Soedarso Regional General Hospital, 2026). The absenteeism rate is used as an empirical indicator reflecting compliance with working days and working hours based on fingerprint attendance records (Hasibuan, 2007). Soyer et al. (2021) found that short-term absenteeism was associated with lower work motivation and service quality, whereas Kangas et al. (2015) reported that an ethical organizational culture was associated with lower absenteeism rates. In addition, Somers (1995) argued that affective commitment is a consistent predictor of employee turnover and absenteeism.

In addition to absenteeism indicators, the performance data of civil servants in the Finance Department of Dr. Soedarso Regional General Hospital during the 2022–2024 period showed a “Good” performance rating, with “Good” behavioral performance and

“Meets Expectations” work performance in each period (Dr. Soedarso Regional General Hospital, 2026). This assessment refers to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 6 of 2022 regarding the mapping of work outcomes and work behaviors of civil servants. Makki and Abid (2017) found that both intrinsic and extrinsic motivation were positively associated with employee performance, while Andayani and Tirtayasa (2019) reported that organizational culture had a positive effect on employee performance. Meanwhile, Irefin and Mechanic (2014) found a relationship between employee commitment, organizational performance, and employee turnover.

Previous studies have demonstrated relationships among work motivation, organizational culture, and organizational commitment in various organizations. Erdi et al. (2022) reported that organizational culture had a positive and significant effect on organizational commitment at the South Lampung District Health Office, while Edwar (2021) concluded that work motivation had a positive and significant effect on organizational commitment at the Kerinci District Education Office. Putro & Agape (2023) examined the simultaneous effects of work motivation and organizational culture on organizational commitment. Liany (2021) and Daslim et al. (2023) focused on the relationship between organizational culture and organizational commitment, whereas Setiawan et al. (2022) examined the relationship between work motivation and organizational commitment. Istiqomah & Mahdi (2025) found that work ethic and organizational culture partially affected the organizational commitment of civil servants at Pemangkat Community Health Center, Sambas Regency. Lestari & Mahdi (2023) found that work morale and motivation partially affected the organizational citizenship behavior of civil servants at the Gang Sehat Community Health Center Technical Implementation Unit in Pontianak City. Although previous studies have examined the relationship between work motivation and organizational culture and organizational commitment, studies integrating these two variables simultaneously among civil servants in the finance departments of hospitals, particularly at Dr. Soedarso Regional General Hospital, remain limited. Therefore, this empirical context provides an opportunity for the present study.

Based on the preceding explanation, this study focuses on civil servants in the Finance Department of Dr. Soedarso Regional General Hospital to analyze the relationship between work motivation and organizational culture and organizational commitment. The analysis was conducted to identify the relationship between work motivation and organizational commitment, the relationship between organizational culture and organizational commitment, and the simultaneous relationship between both variables and organizational commitment based on data from civil servants in the Finance Department of Dr. Soedarso Regional General Hospital in 2026.

2. RESEARCH METHOD

This study employed an associative research method to analyze the relationship between work motivation, organizational culture, and organizational commitment, as proposed by Siregar (2017). The research data consisted of primary data obtained through interviews with the Head of the Finance Department of Dr. Soedarso Regional General Hospital and questionnaires distributed to respondents, as well as secondary data in the form

of organizational profiles, employee data, attendance records, and performance data. The population consisted of all 30 civil servants in the Finance Department of Dr. Soedarso Regional General Hospital. Total sampling, or a census method, was used; therefore, all members of the population were included as research respondents (Sugiyono, 2019). The independent variables were work motivation (X1) and organizational culture (X2), while the dependent variable was organizational commitment (Y). Data were collected using a five-point Likert scale to measure respondents' perceptions of each research indicator (Sugiyono, 2019).

Work motivation (X1) was measured using indicators of physiological needs, safety needs, social needs, esteem needs, and self-actualization needs based on Robbins and Judge (2019). Organizational culture (X2) was measured through adaptability, attention to detail, outcome orientation, people orientation, collaboration orientation, and integrity according to Robbins and Judge (2019). Organizational commitment (Y) was measured through affective commitment, continuance commitment, and normative commitment based on Meyer and Allen (1997).

Instrument quality was assessed through validity testing using Product Moment correlation and reliability testing using Cronbach's Alpha. An instrument was considered reliable when its alpha value exceeded 0.60 (Siregar, 2017). Prior to hypothesis testing, classical assumption tests were conducted, including the Kolmogorov-Smirnov normality test (Sujarweni, 2019), the Test for Linearity at a 5% significance level (Gunawan, 2020), and multicollinearity testing based on Tolerance and Variance Inflation Factor values according to the criteria proposed by Ghazali (2018). Data were analyzed using multiple linear regression analysis to test the effect of work motivation and organizational culture on organizational commitment (Siregar, 2017). Furthermore, multiple correlation analysis using the Product Moment method was employed to measure the strength of the relationship among variables, while the coefficient of determination (R^2) was used to determine the contribution of the independent variables to the dependent variable (Siregar, 2017). Hypothesis testing was conducted using the simultaneous F-test to test the joint effect of the two independent variables and the partial t-test to test the effect of each independent variable on organizational commitment at a 5% significance level using SPSS version 27 software (Siregar, 2017).

3. RESULTS AND DISCUSSION

3.1 Test Research Instruments

3.1.1 Validity Test

The validity test was conducted to ensure that each questionnaire item accurately measured the research variables. The test was performed by correlating the score of each item with the total score and then comparing the calculated r-value with the critical r-value. With 28 degrees of freedom ($n = 30$), the critical r-value was 0.361 at a significance level of 0.05. The validity test results for all questionnaire items are presented in Table 1.

Table 1. Validity Test Results

Variable	Indicator	r-count	r-table	Description
Work Motivation (X1)	X1.1	0.765	0.361	Valid
	X1.2	0.792		
	X1.3	0.792		

	X1.4	0.776		
	X1.5	0.607		
	X1.6	0.636		
	X1.7	0.759		
	X1.8	0.657		
	X1.9	0.731		
	X1.10	0.700		
	X2.1	0.858		
	X2.2	0.841		
	X2.3	0.807		
	X2.4	0.675		
	X2.5	0.593		
Organizational Culture (X2)	X2.6	0.697	0.361	Valid
	X2.7	0.734		
	X2.8	0.572		
	X2.9	0.725		
	X2.10	0.693		
	X2.11	0.791		
	X2.12	0.840		
	Y.1	0.751		
	Y.2	0.852		
Organizational Commitment (Y)	Y.3	0.785	0.361	Valid
	Y.4	0.710		
	Y.5	0.495		
	Y.6	0.459		

Source: Processed Data, 2026

Based on the validity test results in Table 1, all indicators of Work Motivation (X1), Organizational Culture (X2), and Organizational Commitment (Y) had calculated r-values exceeding the critical r-value of 0.361. Therefore, all questionnaire items were declared valid and suitable for use as research instruments.

3.1.2 Reliability Test

The reliability test was conducted to assess the consistency of the research instruments using Cronbach's Alpha. An instrument was considered reliable when its Cronbach's Alpha value exceeded 0.60. The reliability test results for all research variables are presented in Table 2.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Minimum Reliabilities	Description
Work Motivation (X1)	0.891	10		
Organizational Culture (X2)	0.921	12		
Organizational Commitment (Y)	0.776	6	0.60	Reliable

Source: Processed Data, 2026

Based on the reliability test results in Table 2, all variables, namely Work Motivation (X1), Organizational Culture (X2), and Organizational Commitment (Y), had Cronbach's Alpha values above 0.60. Therefore, all research instruments were declared reliable and suitable for data collection.

3.2 Classical Assumption Test

3.2.1 Normality Test

The normality test was conducted to determine whether the research data were normally distributed using the Kolmogorov–Smirnov method. Data were considered normally distributed when the significance value was greater than 0.05. The normality test results are presented in Table 3.

Table 3. Normality Test Results

Test	Value
N (Sample)	30
Test Statistic	.137
Asymp.Sig.(2-tailed)	.159 ^c

Source: Processed Data, 2026

Based on the normality test results in Table 3, the Asymp. Sig. (2-tailed) value was 0.159, which was greater than 0.05. Therefore, the research data were normally distributed.

3.2.2 Linearity Test

The linearity test was conducted to examine the linear relationship between the independent variables and the dependent variable using the Test for Linearity. A relationship was considered linear when the Sig. Linearity value was less than 0.05 and the Sig. Deviation from Linearity value was greater than 0.05. The linearity test results are presented in Table 4.

Table 4. Linearity Test Results

Variable	Linearity	Deviation from Linearity	Description
Organizational Commitment * Work Motivation	.001	.311	Linear
Organizational Commitment * Organizational Culture	.001	.127	

Source: Processed Data, 2026

The linearity test results in Table 4 indicate that the relationships between Work Motivation (X1) and Organizational Commitment (Y), as well as between Organizational Culture (X2) and Organizational Commitment (Y), met the linearity assumption. This was indicated by Sig. Linearity values of less than 0.05 and Sig. Deviation from Linearity values of greater than 0.05 for both relationships.

3.2.3 Multicollinearity Test

The multicollinearity test was conducted to determine whether there was a high correlation among the independent variables in the regression model. This test was used to ensure that the regression model was free from multicollinearity problems. The test results are presented in Table 5.

Table 5. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
	Work Motivation	.846	1.182
	Organizational Culture	.846	1.182

a. Dependent Variable: Organizational Commitment

Source: Processed Data, 2026

Based on the multicollinearity test results in Table 5, Work Motivation (X1) and Organizational Culture (X2) had tolerance values of 0.846, which were greater than 0.10, and VIF values of 1.182, which were less than 10.00. Therefore, the regression model did not exhibit multicollinearity.

3.3 Hypothesis Test

3.3.1 Multiple Linear Regression Analysis

Multiple linear regression analysis was used to test the relationship between the independent variables and the dependent variable, both simultaneously and partially. The estimated regression coefficients are presented in Table 6.

Table 6. Multiple Linear Regression Analysis Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.639	.542		3.022	.005
	Work Motivation	.321	.131	.385	2.454	.021
	Organizational Culture	.271	.104	.407	2.590	.015

a. Dependent Variable: Organizational Commitment

Source: Processed Data, 2026

Based on the results of the multiple linear regression analysis in Table 6, the regression equation is as follows:

$$Y = 1.639 + 0.321X_1 + 0.271X_2$$

The interpretation of the regression equation is as follows:

1. The constant value of 1.639 indicates that when Work Motivation (X1) and Organizational Culture (X2) are equal to zero, Organizational Commitment (Y) is predicted to be 1.639.
2. The regression coefficient for Work Motivation (b1) is 0.321 and is positive. This means that every one-unit increase in Work Motivation increases Organizational Commitment by 0.321 units.
3. The regression coefficient for Organizational Culture (b2) is 0.271 and is positive. This means that every one-unit increase in Organizational Culture increases Organizational Commitment by 0.271 units.

3.3.2 Correlation Coefficient Analysis (R)

The correlation coefficient was used to measure the strength and direction of the relationship among variables using the Product Moment method. The correlation coefficient test results are presented in Table 7.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.661 ^a	.437	.395	.34612

Predictors: (Constant), Organizational Culture, Work Motivation.

Source: Processed Data, 2026

Based on the correlation analysis in Table 7, the correlation coefficient (R) was 0.661, indicating that the relationship between Work Motivation and Organizational Culture and Organizational Commitment was strong, within the range of 0.60–0.799.

3.3.3 Determination Coefficient (R²)

Based on the coefficient of determination analysis presented in Table 7, the R Square value was 0.437. This result indicates that Work Motivation and Organizational Culture collectively explained 43.7% of the variation in Organizational Commitment. The remaining 56.3% of the variation in Organizational Commitment was influenced by other factors not included in this research model.

3.3.4 Simultaneous Test (F Test)

The simultaneous test, or F-test, was conducted to examine the joint relationship of the independent variables with the dependent variable. The test results are presented in Table 8.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	2.508	1.254	10.469	.001 ^b
Residual	3.235	.120		

Dependent Variable: Organizational Commitment

Predictors: (Constant), Organizational Culture, Work Motivation.

Source: Processed Data, 2026

Based on the simultaneous test results in Table 8, the calculated F-value was 10.469, which was greater than the critical F-value of 3.37, with a significance value of 0.001, which was less than 0.05. Therefore, H₃ is accepted. These results indicate that Work Motivation and Organizational Culture simultaneously had a significant effect on Organizational Commitment.

3.3.5 Partial Test (t Test)

The partial test, or t-test, was conducted to examine the relationship of each independent variable with the dependent variable. The test results are presented in Table 9.

Table 9. Partial Test Results (t Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.639	.542		3.022	.005
	Work Motivation	.321	.131	.385	2.454	.021
	Organizational Culture	.271	.104	.407	2.590	.015
a. Dependent Variable: Organizational Commitment						

Source: Processed Data, 2026

Based on the partial test results in Table 9, the calculated t-values were compared with the critical t-value of 1.701. The results are explained as follows:

1. Work Motivation (X1) had a calculated t-value of 2.454, which was greater than 1.701, and a significance value of 0.021, which was less than 0.05. Therefore, H_1 is accepted, indicating that Work Motivation had a positive and significant effect on Organizational Commitment.
2. Organizational Culture (X2) had a calculated t-value of 2.590, which was greater than 1.701, and a significance value of 0.015, which was less than 0.05. Therefore, H_2 is accepted, indicating that Organizational Culture had a positive and significant effect on Organizational Commitment.

3.4 DISCUSSION

The Effect of Work Motivation on Organizational Commitment

The partial test results showed that work motivation had a positive and significant effect on organizational commitment, as indicated by a t-value of 2.454 and a significance value of 0.021. The positive regression coefficient of 0.321 indicates that higher work motivation is followed by stronger organizational commitment among civil servants in the Finance Department of Dr. Soedarso Regional General Hospital. Theoretically, work motivation reflects the fulfillment of physiological, safety, social, esteem, and self-actualization needs. When employees perceive that their needs are adequately fulfilled, they tend to feel valued, secure, and more involved in their work. These conditions strengthen their attachment, responsibility, and willingness to remain part of the organization.

In the Finance Department, motivation is important because employees are required to maintain accuracy, comply with procedures, complete financial reports on time, and coordinate with other work units. Clear task direction, appropriate recognition, competency development, and constructive supervisory feedback can support employees in carrying out these responsibilities consistently. Therefore, work motivation should not only be viewed as an individual factor, but also as an aspect that can be strengthened through managerial policies. This finding is consistent with Setiawan et al. (2022), who found that work motivation had a positive and significant effect on organizational commitment. Thus,

strengthening employee motivation can support stronger commitment and improve the reliability of financial administrative services.

The Effect of Organizational Culture on Organizational Commitment

The partial test results showed that organizational culture had a positive and significant effect on organizational commitment, as indicated by a t-value of 2.590 and a significance value of 0.015. The regression coefficient of 0.271 indicates that stronger implementation of organizational culture is followed by an increase in organizational commitment. Organizational culture provides shared values and behavioral guidelines that influence how employees perform their duties and interact with others. A culture that emphasizes attention to detail, collaboration, outcome orientation, adaptability, accountability, and integrity can create greater consistency, trust, and a sense of belonging within the organization. These conditions encourage employees to develop stronger attachment and responsibility toward the organization.

In the Finance Department, organizational culture is particularly relevant because financial administration requires accuracy, transparency, procedural compliance, and coordination across work units. A consistent culture of accountability and integrity can strengthen collective responsibility and reduce communication barriers. Therefore, organizational values should not remain limited to formal statements, but should be reflected in supervisory behavior, work procedures, coordination practices, and daily decision-making. This finding supports Liany (2021) and Daslim et al. (2023), who concluded that organizational culture can strengthen employee loyalty, involvement, and organizational commitment.

The Effect of Work Motivation and Organizational Culture on Organizational Commitment

The simultaneous test results showed that work motivation and organizational culture had a significant effect on organizational commitment, as indicated by an F-value of 10.469 and a significance value of 0.001. The correlation coefficient of 0.661 indicates a strong relationship, while the coefficient of determination of 0.437 shows that both variables explained 43.7% of the variation in organizational commitment. Theoretically, work motivation and organizational culture have complementary roles. Work motivation encourages employees to carry out their responsibilities, while organizational culture provides the values and behavioral standards that guide how those responsibilities should be performed. High motivation may not be maintained without a supportive organizational culture, while a strong organizational culture may not produce optimal commitment when employees do not receive recognition, development opportunities, and meaningful work experiences.

In the context of the Finance Department, management should integrate motivational policies with organizational culture development. Performance recognition, competency development, fair task allocation, and supervisory feedback should be supported by consistent procedures, teamwork, accountability, and integrity. This integrated approach is important because financial activities require both individual responsibility and effective coordination among employees. The remaining 56.3% of organizational commitment was explained by factors outside the research model. Therefore, leadership, job satisfaction, work

environment, compensation, career development, and perceived organizational support should also be considered in future research and managerial evaluation. This finding is consistent with Putro and Agape (2023), who found that work motivation and organizational culture simultaneously affected organizational commitment.

4. CONCLUSION

This study concludes that work motivation and organizational culture have positive and significant effects on the organizational commitment of civil servants in the Finance Department of Dr. Soedarso Regional General Hospital. Partially, work motivation has a positive and significant effect on organizational commitment, as indicated by a t-value of 2.454 and a significance value of 0.021. Organizational culture also has a positive and significant effect on organizational commitment, as indicated by a t-value of 2.590 and a significance value of 0.015. Simultaneously, work motivation and organizational culture have a significant effect on organizational commitment, with an F-value of 10.469 and a significance value of 0.001. The correlation coefficient of 0.661 indicates a strong relationship, while the coefficient of determination of 0.437 shows that both variables explain 43.7% of the variation in organizational commitment.

Managerially, the hospital management, particularly the Human Resources Division and the Head of the Finance Department, is recommended to implement more operational programs to strengthen employee motivation and organizational culture. These programs may include quarterly performance recognition, competency-based training, transparent task allocation, and scheduled supervisory feedback at least once every three months. The Head of the Finance Department should also conduct monthly coordination meetings to discuss work obstacles, clarify responsibilities, and strengthen teamwork among employees.

Organizational culture should be reinforced through the routine internalization of the BerAKHLAK core values, the consistent application of accountability and integrity in financial administration, and exemplary behavior from supervisors. Management should evaluate these programs periodically using employee motivation surveys, attendance records, performance achievement, participation in training, and organizational commitment assessments. The evaluation results should be used to improve human resource policies and determine follow-up actions for employees or work units requiring additional support.

This study is limited to civil servants in the Finance Department of Dr. Soedarso Regional General Hospital. Future studies are therefore recommended to include other work units, involve a larger number of respondents, and examine additional variables such as leadership, job satisfaction, work environment, compensation, and perceived organizational support.

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