

Human Resources Management for Sustainable Performance at RSHJ Jakarta

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Abstract

This study aims to determine the relationship between Organizational Commitment, Competence, and Sustainable Performance in RSHJ. The population in this study were 240 hospital employees. The sampling technique used was total sampling. The method in this study uses an exploratory approach with data analysis techniques of structural equation modeling with SmartPLS software which was tested on 240 respondents from 4 departments. This study found that Organizational Commitment has a direct positive and insignificant effect on Sustainable Performance. Work Competence has a direct and significant positive effect on Sustainable Performance. Work Discipline has a direct and significant positive effect on Sustainable Performance. Work ethic has no direct positive effect on Sustainable Performance. Organizational Culture has a direct and significant positive effect on Sustainable Performance. Work ethic has a significant positive effect directly through Organizational Culture on Sustainable Performance. Organizational Commitment has a significant positive direct effect on Organizational Culture. Work Competence does not have a direct positive effect on Organizational Culture. Work Discipline has a direct and significant positive effect on Organizational Culture. Organizational Commitment has an indirect positive and insignificant effect through Organizational Culture on Sustainable Performance. Work Competence has a significant positive indirect effect through Organizational Culture on Sustainable Performance.

Keywords: Commitment Organization, Competence and Discipline and Organizational Culture, Work Ethic, Sustainable Performance

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Introduction

The increasingly advanced era of globalization which is often referred to as industry 4.0 requires every organization to maintain the ability to compete with other competing businesses. Indonesia as a developing country faces difficult challenges in terms of human resource management. One of Indonesia's ability to compete in the global world is determined by its human resource management strategy. Many strategies are carried out by companies, ranging from marketing strategies, production strategies, cost strategies and so on, including human resource management strategies. Quality human resources are one of the factors in improving the performance of an organization or agency. Quality human resources in an organization can be reviewed based on the culture that exists in the organization. This is because organizational culture is one of the factors in supporting the successful achievement of organizational goals. Organizational culture is very influential in the form and gives meaning to organizational members to behave and act, which is passed down from one generation to the next as an organization with character. Organizational culture can be said to be the values that guide human resources in carrying out their obligations and behavior within the organization (Ardianto, 2010). Mathis and Jackson (2002) suggest that organizations are patterns of values and beliefs that are mutually agreed upon or developed by certain groups (Prajitno, 2012). Improved performance is largely determined by human resources who have a high commitment and work ethic, competence and good organizational culture, good discipline improves performance. The achievement of organizational goals is determined by the ethos of the workforce in it. Another understanding according to Mathis and Jackson (2006) work ethic is the totality of his personality and methods of expressing, perceiving, believing and giving meaning to something that encourages him to act and achieve optimal charity. In that ethos, there is a kind of passion to perfect everything and avoid any damage so that every work is directed at reducing or even eliminating completely defects from the work (Tasmara, 2002). Work ethic is very dominant in determining one's success in the organization, in the sense that awareness or cultural values adopted by humans are very decisive.

The hospital is a complex organization that is very good because of its capital- intensive character, solid workforce, solid technology and solid problems (Widayat, 2009). The role of the hospital is getting bigger because it has a social function as a health service provider, as well as a commercial function as a health service industry. This condition forces hospitals to apply professional business concepts and strategies in all fields. RSHJ Jakarta must have employees who are capable, intelligent, skilled and have adequate knowledge. Hospital employees have two categories, namely health workers, namely doctors, nurses and administrative employees

with a total of 240 employees. The following is data related to policies, programs, and activities carried out by RSHJ during 2019 based on economic, efficiency, and effectiveness reviews with reference to performance indicators consisting of input indicators, output indicators, outcome indicators.

Table 1.1. Achievement Data Home RSHJ Performance Program for Fiscal Year 2019-2020

Not.	Program	Goal (%)	Performance Results (%)	
			2019	2020
1.	Service program administration office	100	89.57	92.92
2.	Improvement program means infrastructure apparatus	100	90.05	91.10
3.	Improve the achievement of program development system reporting performance and finance	100	82.70	84.12
4.	Health standardization program services	100	85.60	84.35
5.	Procurement program, improvement of hospital infrastructure	100	89.60	89.75
6.	Maintenance program means infrastructure hospital	100	90.50	89.03
7.	Health partnership program improvement services	100	79.80	82.55
Average		100	86.83	87.68

Source: Financial Report of RSHJ Jakarta

Judging from the results of the above achievements, RSHJ in 2019 achieved performance results of 86.83% and in 2020 will achieve work results of 87.68% of the reset target of 100%. Thus it can be interpreted that RSHJ has implemented the program with the results achieved still below the target of 100%. To support the vision and mission of RSHJ, it is necessary to increase employee performance. However, the level of employee performance at RSHJ is still not optimal. This statement is supported by a summary of the recapitulation of RSHJ employee performance data. Table 1.2 The RSHJ data section for 2018-2019 is as follows:

Table 1.2.

Summary of RSHJ Employee Performance Assessment Data Recapitulation

No.	ce Evaluation Factor	2018	Average score
			2019
1	K1 = Discipline	75	77
2	K2 = Integrity	76	73
3	K3 = Initiative	40	70
4	K4 = Skill	78	81
5	K5 = Teamwork	70	69
6	K6 = Loyalty	41	72
7	K7 = Work safety	71	73
8	K8 = Leadership	35	41

Source : Home HR (RSHJ) 2021

Hospital leadership in carrying out hospital management has not been maximal in carrying out management performance as it should. This can be seen from the absence of planning in employee recruitment. Recruitment of employees is still based on various interests. After the acceptance of employees there is no clarity of tasks and functions that must be carried out. Employees work on a routine basis. Employees work without a clear orientation. There is no plan from party institutions. Likewise with employees there is no clear career plan.

Another phenomenon is the decline in the work ethic of RSHJ employees, which can be seen from their decreased self-esteem towards the organization, decreased work motivation, decreased work discipline, lack of initiative, reluctance to work hard, procrastinating on assigned work and reluctance to cooperate with other co-workers. The current phenomenon in RSHJ is the drop commitment organization. There are several things that make organizational commitment to the company not high enough, namely the lack of a close emotional relationship between employees and the organization so that not all employees can work until the end of their tenure.

Theoretical Foundation and Hypothesis Development

Human resource management in general is science or how to manage relationships and roles from source power (labor) owned by individuals efficient and effective and can be used optimally so that the goals (goals) with the company, employees and society are maximized. According to Hasibuan (2019), human resource management is the science and art of managing the relationships and roles of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society. Meanwhile, according to Hamali (2016) Human resource management is a strategic approach to skills, motivation, development and management of labor organizations. From the explanation above, it can be concluded that Human Resource Management is an important component in life that will support human needs both in organizations and individuals.

2.1 Variable dimensions

1. Show

According to John Miner, Anwar & Komariyah (2017) argues that performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and contribution. Performance is about doing the job and the results achieved from that work. Performance is about what is done and how to do it. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with his duties. assigned to him as well as the quantity, quality and time used in carrying out the task (Sutrisno, 2016).

2. Commitment Organization

Employee commitment, which is known in the literature as Employee Commitment, has been discussed in various studies both in the sector of profit organizations and non-profit organizations, but the research conducted so far is still dominantly carried out on profit organizations, namely: companies. The study of employee behavior is always related to the behavior of the company. Griffin and Moorhead (2014:74) say that organizational commitment is an attitude that reflects the extent to which an individual knows and is attached to the organization. Robbins and Judge (2017:78) state that organizational commitment is a condition in which an employee sided with a particular organization and the goals and desires to maintain membership in the organization.

3. Competence

According to Spencer (2017) competence is an individual's ability to carry out a job correctly and has advantages based on matters relating to knowledge, skills and attitudes. The individual's underlying characteristics are related to a causal or causal relationship between effective and superior performance in a job or situation. According to George Klamp, (2017), competence is the underlying characteristic of a person that produces effective work and superior performance. Mondy et al., 2016 stated that competence includes a set of knowledge, skills, traits, and behaviors that can be technical in nature, related to private intermediate skills, or business-oriented.

4. Discipline Work

According to Sutrisno (2016), discipline is an attitude of willingness and willingness of a person to obey and obey the norms of the regulations that apply around him. Meanwhile, according to Cashmere (2010) defines discipline as a person's awareness and willingness to comply with all company regulations and social norms that apply from the above definitions so that it can be concluded that work discipline is an attitude shown by a person to comply with all company regulations with an attitude of will and will. Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Hasibuan (2011). Awareness is the attitude of someone who likes to obey all the rules and is aware of his duties and responsibilities. So, workers will obey / do all their work well, not by force. Cultural Organization

2.2. Developmental Hypothesis

The Relationship Between Organizational Commitment and Organizational Culture

H1: Organizational Commitment has a positive and significant effect on Organizational Culture

The Relationship Between Competence and Organizational Culture

H2: Competence has a positive and significant effect on Organizational Culture

The Relationship Between Discipline and Organizational Culture

H3 : Discipline has a positive and significant effect on Organizational Culture

The Relationship Between Organizational Performance Commitment to Sustainability

H4: Organizational Commitment has a positive and significant effect on Sustainable Performance

The Relationship Between Sustainable Performance Competencies

H5: Competence has a positive and significant effect on Sustainable Performance

Relationship Between Disciplines Sustainable Performance

H6: Discipline has a positive and significant effect on Sustainable Performance

The Relationship Between Organizational Culture and Sustainable Performance H7: Organizational

Culture has a positive and significant effect on Performance Sustainable

H8: Organizational Culture Mediates Connections Between Organizational Commitments to Sustainable Performance

H9: Organizational Culture mediates the connection between Competencies to Sustainable Performance

H10: Organizational Culture mediates the relationship between Discipline and Performance Sustainable

The Moderating Role of Work Ethic on the Relationship between Organizational Cultures on Sustainable Performance

According to Sinamo (2011), work ethic is a set of positive behaviors rooted in fundamental beliefs that

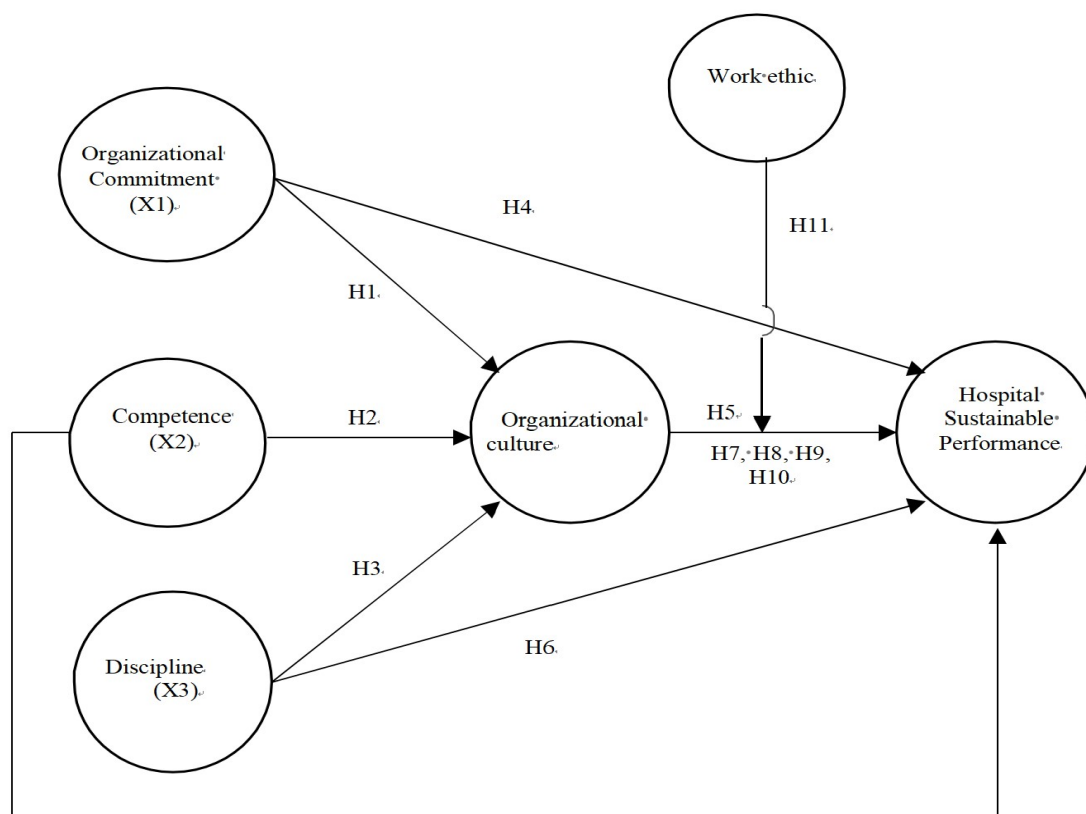
accompany a total commitment to an integral work paradigm. This proves that a good work ethic will have a positive impact on the creation of sustainable performance, meaning that it improves employee performance towards the organization where they work.

H11: Work ethic has a moderate relationship between organizational culture and sustainable performance.

2.3. Conceptual Framework

Based on the literature study and the development of hypotheses, it states: previously, the conceptual framework of the research that can be conveyed is as follows:

Figure 2.1 Conceptual Framework



Research methods

This research design combines explanatory, descriptive, and quantitative research. The explanatory research method is used because in this study it explains the relationship between the variables studied using the PLS-SEM (Partial Least Square- Structural Equation Modeling) method. According to Sudaryono (2017), explanatory research aims to describe a generalization or explain the relationship between one variable and another. In this study there is a deep independent variable PLS-SEM (Partial Least Square-Structural Equation Modeling) whose tests are called exogenous variables, namely variables that are not influenced by other variables, including Organizational Commitment, Competence and Discipline. In addition, there are control variables, namely work ethic and work culture mediating variables. Characteristics of this character replication study, so that the results of hypothesis testing must be supported by previous research, repeated with other conditions that are more or less the same. This study uses a quantitative method with an empirical study approach to collect, analyze and display data in numerical form. The data collection method in this study used a survey with the help of a questionnaire. The results of this data collection were processed using SEM (Structural Equation Modeling) with statistical tools, namely SmartPLS software. The numerical results of this study will be concluded and explained in the form of a narrative. Data analysis is used to obtain a score of the identified risks. Data from the questionnaire will be compiled for reprocessing. At this stage of the determination process, a scale assessment and assessment of the parameters concerned are carried out to determine the score of frequency or tendency (Likelihood) and the magnitude of losses (consequences) that occur from the identified risks.

Discussion

4.1. Results of Evaluation of the Measurement Model (Outer Model)

A design of the research model cannot be tested in relation to the relational and causal predictive model if it has

not passed the purification stage in the measurement model. The measurement model itself is used to test the validity and reliability of the construct.

Convergent Validity Test Results

Convergence of validity is related to the principle that the measure (real variable) of a construct must be highly correlated. The indicator of the reflexive convergence validity test with the SmartPLS 3.0 program shows that the average variance extract (AVE) score must be greater than 0.5.

Table 6. 1
Average Variance Extracted(AVE) Results

Variable	Average Variance Extracted(AVE)
Organizational Commitment	0.600
Job competence	0.554
Work Discipline	0.505
Organizational culture	0.512
Work ethic	0.576
Sustainable Performance	0.502

Source: Results of Data Processing with the SmartPLS 3.0 Program

Convergent validity test can be seen from the results of the average variance extract (AVE). Based on Table 4.1, it can be seen that the construct scores for all variables have a score of more than 0.5. So, there is no convergent validity problem in the tested model.

Discriminant Validity Test Results

Discriminant validity relates to the principle that the measures (significant variables) of different constructs do not have to be correlated with height. The way to test discriminant validity is to compare for each construct with the correlation value between constructs in the model (Fornell and Larcker Criterion). Good discriminant validity shown from for each construct is greater than the correlation between constructs in the model. In addition Henseler et al. (2015) suggested evaluating discriminant validity using the heterotrait-monotrait correlation ratio (HTMT). Ramayah et al. (2017), if the HTM T value is greater than the HTM T of 0.85, or the HTM T value is 0.90 (Gold et al., 2001) it can be concluded that there is no problem with discriminant validity.

Test results Discriminant validity using the Fornell and Larcker criteria can be seen in table 4. 2 below.

Table 4. 2 Discriminant Validity Test Results (Fornell-Larcker Criteria)

	organizational culture	Work Discipline	Work ethics	Sustainable Performance	Organizational Commitment	Job competence
Organizational culture	0.715					
Work Discipline	0.386	0.710				
EK*BO	0.027	0.251				
Work ethic	0.250	0.279	0.759			
Sustainable Performance	0.594	0.623	0.314	0.709		
Organization Commitment	0.753	0.216	0.195	0.398	0.774	
Job competence	0.177	0.253	0.147	0.477	0.103	0.744

Source : Results of Data Processing with SmartPLS 3 Program .

Based on Table 4. 2 it can be seen that the average score of the extracted square root variance () is 1000. These values are greater than the correlation of each construct compared to the other constructs. Based on the average value of the extracted square root variance () above, the construct in the estimated model has the criteria of meeting discriminant validity.

Table 4. 3
Discriminant Validity Test Results (Heterotrait-monotrait ratio of correlations (HTMT))

	organization national culture	Work Discipline	Work ethics	Sustainable Performance	Organization Commitment
Organizational culture					
Work Discipline	0.433				
EK*BO	0.117	0.257			
Work ethic	0.255	0.291			
Sustainable Performance	0.646	0.660	0.315		
Organization Commitment	0.804	0.278	0.216	0.441	
Job competence	0.201	0.281	0.175	0.509	0.134

Source : Results of Data Processing with SmartPLS 3 Program .

Based on Table 4. 3 it can be seen that the HTMT score is less than 0.85 or 0.90. The value of ρ is getting smaller from the correlation of each construct compared to the other constructs. Based on the HTMT score above, the construct in the estimation model has a problem with discriminant validity.

4.2. Structural Model Evaluation Results (Inner Model)

Evaluation of structural model or inner model aims to predict the relationship between latent variables . The inner model is evaluated by looking at the large percentage explaining the variance by looking at R Square for endogenous latent constructs and the value of Goodness of Fit.

Result R² . Score

R² value in essence measure how far the modeling ability in explaining the variation of the dependent variable. The small value of R² means that the ability of the independent variable in explaining the variation of the dependent variable is very limited. Close to the value of one means that the independent variable provides almost all the information needed to predict the variation of the dependent variable.

Table 4. 4
Result of R² Value (Model 1)

<i>Box</i>	<i>Y . variable</i>	<i>R Square</i>	<i>R . customized</i>
			Sustainable
		Show0.688	0.675

Source: Results of Data Processing with the SmartPLS 3.0 Program

Based on Table 4. 4 the value of R² is 0.688= 68.8%, It means that in this study Organizational Commitment, Work Competence, Work Discipline, Organizational Culture and Work Ethic were able to explain 68.8% of Sustainable Performance and the remaining 31.2% was explained by other variables not included in research. this .

Table 4. 5
Result of R² Value (Model 2)

<i>Variable Z</i>	<i>R Square</i>	<i>R . customized squaree</i>
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Organization 0, 621 0.614 _ culture

Source: Results of Data Processing with the SmartPLS 3.0 Program

Based on Table 4. 5 the value of R² is 0.621= 62.1%. That is, that in this study the Organization of Commitment, Work Competence and Work Discipline explained about Organizational Culture by 62.1% and the remaining 37.9% was explained by other variables not included in this study.

Q2 . Value Results

The PLS (Partial Least Square) model was also evaluated by looking at the relevance predictive Q2 value for the constructive model. Q2 measures how well the observation scores generated by the model and parameter estimates are.

Table 4. 6
Result of Q² Value (Model 1)

<i>Y . variable</i>	<i>Q Square</i>
Sustainable Performance	0.318

Source: Results of Data Processing with the SmartPLS 3.0 Program

Based on Table 4. 6 the value of Q² is 0.318 . Because the result of Q2 is greater than 0 then it means Sustainability Performance shows that the model has predictive relevance.

Table 4. 7
Result of Q² Value (Model 2)

<i>Variable Z</i>	<i>Q Square</i>
Organizational culture	0.304

Source: Results of Data Processing with the SmartPLS 3.0 Program

Based on Table 4. 7 the value of Q² is 0.304. Because the result of Q2 is greater than 0 then it means that Organizational Culture shows that the model has predictive relevance.

Kind(GoF) Yield Value

Kind(GoF) describes the level of fit of the model _ the total calculated _ of the remaining squares in the predicted model compared to the actual data .

- Kind(GoF) Small = 0.10
- Kind(GoF) Medium = 0.25
- Kind(GoF) Large = 0.38

$$GoF = \frac{\sum_{i=1}^n \text{Residual}_i^2}{\sum_{i=1}^n \text{Residual}_i^2} \times 2$$

$$GoF = 0.600 + 0.544 + 0.505 + 0.512 + 0.576 + 0.502 \times (0.675 + 0.614)$$

$$GoF = \frac{2,734}{1,289} \times 1,289 \quad GoF = \sqrt{3.524126} \quad GoF = 1.429652$$

From the calculation of Goodness of Fit (GoF) above, it can be seen that the result is 1.429652 which can be categorized as Goodness of Fit (GoF) Great because it is more than 0.38. This shows that the performance between the measurement model (outer model) and the structural model (inner model) has a Great Goodness of Fit, which is 1.429652, which means that the inner model research is feasible and feasible to use.

4.3. Hypothesis Test Results

Hypothesis testing is a procedure carried out with the aim of deciding to accept or reject the hypothesis proposed in chapter two. The results of hypothesis testing in this study and based on the hypothesis testing that has been carried out, the results of hypothesis testing on each variable can be discussed as follows:

$$T \text{ table} = Df = N - K$$

$$= 150 - 3$$

$$= 147$$

$$= 1.65529 \text{ (with the percentage of use 0.05)}$$

1. Hypothesis Testing First (H1)

The results of the hypothesis test for the Organizational Commitment variable obtained that the Statistic T value of 0.228 was smaller at 1.6 5529 and the P value was 0.820, which was greater at 0.05, which means that Organizational Commitment has no direct significant effect on Sustainable Performance.

2. Second Hypothesis Test (H2)

The results of the hypothesis test for the Work Competence variable obtained that the Statistic T value was 4.256, which was greater at 1.6 5529 and the P Value was 0.000, which was smaller at 0.05, which means that Work Competence has a direct significant effect on Sustainable Performance.

3. Third Hypothesis Test (H3)

The results of the hypothesis test for the Work Discipline variable obtained that the Statistic T value of 3.319 was greater at 1.6 5529 and the P Value of 0.001 was smaller at 0.05, which means that Work Discipline has a direct significant effect on Sustainable Performance.

4. Fourth Hypothesis Test (H4)

The results of the hypothesis test for the Work Ethics variable obtained that the Statistic T value of 1.807 was greater at 1.6 5529 and the P Value was 0.071, which was greater at 0.05, which means that work ethic has no direct significant effect on Sustainable Performance.

5. Fifth Hypothesis Test (H5)

The results of the hypothesis test for the Organizational Culture variable obtained that the Statistic T value was 3.149, which was greater at 1.6 5529 and the P Value was 0.002, which was smaller at 0.05, which means that Organizational Culture has a direct significant effect on Sustainable Performance.

6. Sixth Hypothesis Test (H6)

The results of the hypothesis test for the Work Ethics variable obtained that the Statistic T value was 3.625, which was greater at 1.6 5529 and the P value was 0.000, which was smaller at 0.05, which means that work ethic has a direct significant effect on organizational culture.

7. Seventh Hypothesis Test (H7)

The results of hypothesis testing for the Organizational Commitment variable obtained a Statistic T value of 8.672

the larger is 1.6 5529 and the P value is 0.000 the smaller is 0.05 which means Organizational Commitment has a direct significant effect on organizational culture.

8. The Eighth Hypothesis Test (H8)

Hypothesis test results for the variable *Job competence* The obtained Statistic T value of 0.555 is smaller than 1.6 5529 and P Value of 0.579 is greater than 0.05, which means that Work Competence has no direct significant effect on Organizational Culture.

9. Ninth Hypothesis Test (H9)

The results of hypothesis testing for the Work Discipline variable obtained a Statistic T value of 2.472, which is greater than 1.6 5529 and a P Value of 0.014, which is smaller than 0.05, which means that Work Discipline has a direct significant effect on Organizational Culture.

10. Tenth Hypothesis Test (H10)

The results of the hypothesis test for the Organizational Commitment variable obtained that the Statistic T value of 1.982 was greater than 1.6 5529 and P Values was 0.048, greater than r than 0.05, which means that Organizational Commitment has an indirect significant effect on Sustainable Performance through Organizational Culture. as an intervention variable.

11. Eleventh Hypothesis Test (H1 1)

The results of the hypothesis test for the Work Competency Variable obtained that the Statistic T value of 3.068 was greater than 1.6 5529 and the P Value of 0.002 was smaller than 0.05, which means that the influence of Work Competence is indirectly significant on Sustainable Performance through Organizational Culture as an intervention variable.

12. Twelfth Hypothesis Test (H^{1 2})

The results of the hypothesis test for the Work Discipline Variable obtained that the Statistic T value of 0.508 is smaller at 1.6 5529 and the P Value is 0.612, which is greater than r than 0.05, which means that the Effect of Work Discipline is not indirectly significant on Sustainable Performance through Organizational Culture as a variable. intervention.

4.4. Discussion of Research Results

To clarify the results that have been obtained and will be discussed one by one the Human Resource Management Strategy in Improving Sustainable Performance at RSHJ (Objective Analysis of Organizational Commitment, Competence and Performance) is explained as follows:

1. The Effect of Organizational Commitment on Sustainable Performance

Based on table 4. 1 2 it can be seen that Organizational Commitment has a direct positive and insignificant effect on Sustainable Performance in RSHJ. This shows that RSHJ has a good organizational commitment that leads to good Continuous Performance in the Hospital.

The results of this study are in line with the research of Syukri Fadlul Hardi (2020) and Sono, Nanda Hidayan (2018) which states that the variable Organizational Commitment does not have a direct positive effect on Sustainable Performance. However, there is nothing inconsistent in this study.

2. The Effect of Work Competence on Sustainable Performance n

Based on table 4. 1 2 it can be seen that Work Competence has a significant positive direct effect on Sustainable Performance in RSHJ. This shows that RSHJ applies competence well at work and competes in a healthy manner so that it leads to good Sustainable Performance in the Hospital.

The results of this study are in line with the research of Marlapa, Eri; Mulyana, Bambang (2020) and Ida Ayu Oka Martini (2020) who stated that the Work Competence variable had a direct and significant positive effect on Sustainable Performance. However, in this study there was nothing inconsistent.

3. The Effect of Work Discipline on Sustainable Performance

Based on table 4. 1 2 it can be seen that Work Discipline has a significant positive direct effect on Sustainable Performance in RSHJ. This shows that RSHJ has good work discipline so that it leads to good sustainable performance in the hospital.

The results of this study are in line with the research of Angraini, Gimin and Trisnawati F (2016) and Iskandar Iskandar, Faisal Matriadi, AiyubAiyub (2019) which states that the Work Discipline variable has a direct positive effect on Sustainable Performance. However, in this study there are things that are not in line with Elsa Rahayu (2017) which states that Work Discipline has a direct and insignificant negative effect on Sustainable Performance.

4. The effect of work ethic on sustainable performance

Based on table 4. 1 2 it can be seen that work ethic has a direct positive and insignificant effect on Sustainable Performance in RSHJ. This shows that RSHJ has a good work ethic that leads to good continuous performance in the hospital.

The results of this study are in line with the research of Mochamad Syafii, Mohammad Ulinnuha (2018) and Sono, Nanda Hidayan (2018) which state that the work ethic variable has a direct positive effect on Sustainable Performance. However, there is nothing inconsistent in this study.

5. The Influence of Organizational Culture on Sustainable Performance

Based on table 4. 1 2 it can be seen that Organizational Culture has a significant positive direct effect on Sustainable Performance in RSHJ. This shows that RSHJ applies a good organizational culture in the work environment so that it leads to good sustainable performance in the hospital.

The results of this study are in line with the research of Mochamad Syafii, Mohammad Ulinnuha (2018) and

Takow, Abdifitah Hashi Nur, Mohamed Mohamud Osman (2016) which state that the variable of Organizational Culture has a direct and significant positive effect on Sustainable Performance. However, in this study there is something that is not in line, namely researcher Yunita Sari Mustikaningsih Rini Handayani (2016) who states that the organizational culture variable has no direct significant negative effect on Sustainable Performance.

6. The influence of work ethic through organizational culture on sustainable performance

Based on table 4. 1 2 it can be seen that work ethic through organizational culture has a direct and significant positive effect on Sustainable Performance in RSHJ. This shows that RSHJ has a good work ethic and is accompanied by the application of a healthy organizational culture that leads to good Continuous Performance in the Hospital.

The results of this study are in line with Sono's research, Nanda Hidayan (2018) which states that the work ethic variable through organizational culture has a direct and significant positive effect on sustainable performance. However, there is nothing inconsistent in this study.

7. The Effect of Organizational Commitment on Organizational Culture

Based on table 4. 1 2 it can be seen that Organizational Commitment has a significant positive direct effect on Organizational Culture in RSHJ. This shows that RSHJ has a good organizational commitment so as to create a healthy organizational culture in the hospital.

The results of this study are in line with the research of Jufrizen Jufrizen, Believer Believer, Dinda Nurmala, Hanifah Jasin (2021) which states that Organizational Commitment has a direct positive effect on Organizational Culture. However, there is nothing inconsistent in this study.

8. The influence of work competence on organizational culture

Based on table 4. 1 2 it can be seen that Work Competence has a direct positive and insignificant effect on Organizational Culture in RSHJ. This shows that RSHJ has good Work Competence so as to create a healthy organizational culture in the hospital.

The results of this study are in line with the research of Jufrizen Jufrizen, Believer Believer, Dinda Nurmala, Hanifah Jasin (2021) which states that Organizational Commitment has a direct positive effect on Organizational Culture. However, there is nothing inconsistent in this study.

9. The Influence of Work Discipline on Organizational Culture

Based on table 4. 1 2 it can be seen that Work Discipline has a significant positive direct effect on Organizational Culture in RSHJ. This shows that RSHJ has good Work Discipline so as to create a healthy organizational culture in the hospital.

The results of this study are in line with the research of Jufrizen Jufrizen, Believer Believer, Dinda Nurmala, Hanifah Jasin (2021) which states that Organizational Commitment has a direct positive effect on Organizational Culture. However, there is nothing inconsistent in this study.

10. Indirect Effect of Organizational Commitment through Organizational Culture on Sustainable Performance

Based on table 4. 1 2 it can be seen that the organization Commitment through organizational culture has a positive indirect and indirect significant effect on Sustainable Performance at RSHJ. This shows that RSHJ has a good organizational commitment which creates a healthy organizational culture and leads to good sustainable performance in the hospital.

The results of this study are in line with research from Sono, Nanda Hidayan (2018) and Jufrizen Jufrizen, Believer Believer, Dinda Nurmala, Hanifah Jasin (2021) who state that organizational commitment through Organizational Culture has an indirect positive and indirect effect on Sustainable Performance. However, there is nothing inconsistent in this study.

11. Indirect Effect of Work Competence Through Organizational Culture on Sustainable Performance

Based on table 4. 1 2 it can be seen that Work Competence through Organizational Culture has a significant positive indirect direct effect on Sustainable Performance in RSHJ. This shows that RSHJ has good Work Competence so as to create a healthy organizational culture and lead to good sustainable performance in the hospital.

The results of this study are in line with the research of Sono, Nanda Hidayan (2018) and Jufrizen Jufrizen, Believer Believer, Dinda Nurmala, Hanifah Jasin (2021) who stated that organizational commitment through Organizational Culture has a positive indirect indirect effect on Sustainable Performance. However, there is nothing inconsistent in this study.

12. Indirect Effect of Work Discipline Through Organizational Culture on Sustainable Performance

Based on table 4. 1 2 it can be seen that Work Discipline through Organizational Culture has a significant positive indirect direct effect on Sustainable Performance in RSHJ. This shows that RSHJ has good Work Discipline which creates a healthy Organizational Culture and leads to sustainable performance in the Hospital well. The results of this study are in line with the research of Dian Fitri, Sri Langgeng Ratnasari, Zulkifli (2020) which states that Work Discipline through Organizational Culture has a significant positive indirect effect on Sustainable Performance. However, in this study there was nothing inconsistent.

Conclusion

This study discusses the Human Resource Management Strategy in Improving Sustainable Performance at RSHJ (Review of Organizational Commitment Analysis, Competence and Performance)

The analytical method used is Simple and Multiple Linear Regression Analysis with the help of an analysis tool in the form of SmartPLS 3.0.

From the analysis and discussion in the previous chapter, conclusions can be drawn from this research as follows:

1. Organizational Commitment has a direct positive indirect effect on Sustainable Performance
2. Job Competition has a direct and significant positive effect on Sustainable Performance
3. Work Discipline has a direct and significant positive effect on Sustainable Performance
4. Work ethic does not have a direct positive effect on Sustainable Performance
5. Organizational Culture has a direct and significant positive effect on Sustainable Performance
6. Work ethic has a significant positive effect directly through Organizational Culture on Sustainable Performance
7. Organizational Commitment has a direct and significant positive effect on Organizational Culture
8. Work Competence has a direct positive and insignificant effect on Organizational Culture
9. Work Discipline has a direct and significant positive effect on Organizational Culture
10. Organizational Commitment has a positive and not significant indirect effect through Organizational Culture on Sustainable Performance
11. Work Competence has a significant positive indirect effect through Organizational Culture on Sustainable Performance
12. Work Discipline has a positive and insignificant indirect effect through Organizational Culture on Sustainable Performance

6. SUGGESTIONS

Based on the research that has been done and has been described previously, the authors provide some suggestions, especially those related to further research as follows:

1. For company

An effort to continuously increase Employee Commitment is recommended to the Management and HRD at RSHJ, providing improvements in the form of computer, internet and transportation facilities as supplies, as well as providing compensation in the form of bonuses or incentives.

The performance of employees at RSH has been going well, but there are some aspects that are still lacking. In order to increase performance, in addition to increasing the commitment factor, it is also necessary to increase other factors such as: individual factors, psychological factors and organizational factors. And for further researchers, it is necessary to conduct further research on matters concerning Organizational Commitment and Employee Performance

2. For the next researcher

For further researchers, it is hoped that they can add some variables that have not been studied in this thesis. And can discuss hospitals more than in East Jakarta

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