

EFFECT OF ORGANIZATIONAL  
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PUNISHMENT OF MOTIVATION BPJS  
SERVICES AND PERFORMANCE OF  
EMPLOYEES IN HOSPITAL ABDUL  
WAHAB SJAHRANIE SAMARINDA,  
INDONESIA

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## EFFECT OF ORGANIZATIONAL COMMITMENT AND EMPLOYEE EMPOWERMENT AND REWARD AND PUNISHMENT OF MOTIVATION BPJS SERVICES AND PERFORMANCE OF EMPLOYEES IN HOSPITAL ABDUL WAHAB SJAHRANIE SAMARINDA, INDONESIA

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### Abstract

The purpose of this research is to analyze and prove the effect of organizational commitment, employee empowerment, reward and punishment to the motivation of BPJS services as well as the performance of employees at the Hospital Abdul Wahab Sjahrnie Samarinda. This research is observational research with cross sectional research design, the data collection techniques using the survey method. The population of this research is 1700 employees of the hospital Abdul Wahab Sjahrnie Samarinda While the research sample uses the formula Slovin with a total sample of 324 respondent. The analysis tool uses a statistical method of Structural Equation Modeling with the approach WarpPLS 6.0. The results of this research can be concluded that the influential organizational commitments have a positive and significant influence on the motivation of BPJS services, the organizational commitments are negatively and insignificant to employee performance, employee Empowerment negatively and Significantly Affect the service motivation BPJS, employee empowerment positively and insignificant impact on employee performance, reward and punishment positive and significant impact on the service motivation BPJS, reward & punishment positive and significant impact on performance, BPJS service motivation has positive and significant impact on the performance of employees at the Hospital Abdul Wahab Sjahrnie Samarinda.

**Keywords:** Organizational Commitment, Employee Empowerment, Performance of Employees

### Introduction

The Indonesian government requires that every citizen has access to comprehensive health services required through a pre-effort system that with the establishment of the National Health Insurance system (JKN) and carried out its activities by the Social Security Agency (BPJS). BPJS as one of the state-owned organization engaged in the operation of national insurance which in practice refers to the Law No. 40 of 2004 on National Social Security System, and is targeted by 2019 already achieved the ideals *Universal Health Coverage* for all of its citizens both in the dimensions of participation, equitable access, and financing lightweight. Financing system of care for patients in the hospital BPJS use tariff system using Indonesian Cased Based Groups (INA-CBG's) the system of payment of health services in health facilities advanced level by grouping the diagnosis of diseases suffered by patients.

Interest INA-CBG's system is to encourage quality improvement, patient-oriented push services, encourage efficiency, do not give rewards to providers who perform over-treatment and push for proper service of the team (in the form of coordination or cooperation among providers) can be realized.

Rates INA CBG is compiled based on a prospective method, so that in the future is important for the hospital to determine a standard procedure to handle the disease with clinical pathways. So that in the era of JKN, RS team can perform optimum service, efficient and effective (Trisnantoro, 2004). Sulisty (2015) says that there is a relationship between the system of financing by the quality of service proves that the financing system will affect the attitudes and behavior of health care providers.

The existence of a new payment system for patients BPJS with INA claims that the system requires CBG's entire line of hospital services to work effectively and efficiently in the ministry so as to create a good service performance. Motivation is the basic force that moves the individual in carrying out its activities. Motivation can

come from themselves (intrinsic) and external individuals (extrinsic). BPJS patient payment system with INA CBG's a form of extrinsic motivation at this time plays an important role in this BPJS era. The payment system with INA-CBG's Their motivation in serving patients BPJS officer is considered as a variable that can mediate efforts to improve employee performance.

Low commitment of health workers based on the opinions of experts is caused by several factors such as a lack of appreciation for health workers (Faulkner & Laschinger, 2008). Rates INA CBG's make hospital personnel who deal directly with the service to be more creative and innovative in order to follow the rules set by BPJS. Research on the health workers in public health in Taiwan stated that empowerment can improve the behavior of innovation and productivity of health workers (Chang & Liu, 2008). Reward and punishment is very important in motivating employee performance, because it is through reward and punishment will be more qualified employees and responsible to a given task. Egbunike (2015) stated dimension reward into two, namely intrinsic reward and reward extrinsic. Intrinsic rewards are part of the work itself, such as responsibility, challenges and characteristics. While extrinsic rewards typically include direct compensation, indirect compensation and other benefits. The award is in the form of financial, material, or social environment.

Anticipating these conditions need their strategy for improving the performance of employees in serving patients BPJS who went to hospitals Abdul Wahab Sjahranie Samarinda so patients BPJS would prefer to seek treatment in hospitals Abdul Wahab Sjahrani Samarinda by increasing commitment to organizational, employee empowerment and implementation of reward and punishment properly.

In this study, there were seven gaps research underlying this research. Research gaps in this study is presented in Table 1.

**Table 1. Research gabs**

Research Gap	Researcher	Finding
gap 1 There is a gap between the variables of organizational commitment research on motivation	Dessler (2006), Mathis & Jackson (2006),Dharmanegara et al. (2016), Salleh et al. (2016), Sahil et al. (2014), Rahmawati et al. (2015), When (2015).  Aaron, et al. (2014)	13 organizational Commitment significant positive effect on motivation  Organizational commitment does not have a significant impact on motivation
gap 2 There is a gap between the variables organizational commitment to employee performance	Mowday (1979), Mc.Clelland (1997), Darmawan (2008), Suswati & Budianto (2013), Yeh & Hong (2012) Suswati & Budianto (2013).  Subejo et al. (2013)	Organizational commitment gives significant positive effect on performance  13 Partially organizational commitment does not have a significant impact on performance
gap 3 There is a gap between the variables of employee empowerment research on motivation	1 Tutar et al. (2011), Garcia et al. (2016), Drake et al. (2007), Berraies et al. (2014), Yasothai et al. (2015), Meyerson (2012), Seibert et al. (2012), Nzuve & Bakari (2012), Princess & Yumiawan (2016), Sustainable & Yunianto (2015).  Benabou & Tirole (2003), Franco et al. (2004), De Voe and Iyengar (2004)	Employee empowerment significant positive effect on motivation  Employee empowerment does not have a significant impact on the motivation  3
gap 4 There is a gap between the variables of employee empowerment research on employee performance	1 Kuo et al. (2010),Tutar et al. (2011), Garcia et al. (2016), Drake et al. (2007), Berraies et al. (2014), Yasothai et al. (2015), Meyerson (2012), Seibert et al. (2012), Nzuve & Bakari (2012), Princess & Yumiawan (2016), Sustainable & Yunianto (2015).	Employee empowerment significant positive effect on employee performance

Research Gap	Researcher	Finding
gap 5	Nur Chasanah (2008)	Employee empowerment does not have a significant impact on the performance of employees
There is a research gap between the variables of reward and punishment for motivation	Zedeck, 2009), Beehr et al. (2003), Ehrhardt 2006, Kelishadroky et al. (2016), Lu et al. (2013), Andreoni et al. (2003), Hidayanto (2015), Lowery et al. (2008), Ndungu (2017), Kowalewski and Philips (2012), Gohari et al. (2013),	Reward & Punishment significant positive effect on motivation
	Gitosudarno and Sudita (2000)	Punishment does not have a significant impact on to motivation.
gap 6	Ivancevich et al. (2006), Allrise (2015), Kelishadroky et al. (2016), Lu et al. (2013), Andreoni et al. (2003), Hidayanto (2015), Lowery et al. (2008), Ndungu (2017), Kowalewski and Philips (2012), Gohari et al. (2013).	Reward & Punishment positive effect on performance
gap 7	Suak, et al. (2017), Kentjana, P. (2018)	reward does not have a significant influence on employee performance
	Davis et al (2009), Pahlavi (2012), As'ad (2008), Mathis & Jackson (2006), anggabean (2004), Dharmanegara et al. (2016), Salleh et al. (2016), Sahil et al. (2014), Djalil et al. (2017), Drake et al. (2007), Szyrocka (2004), Noor & Kapalawi (2013), When (2015), Princess & Yumiawan (2016), Mensah & Tawiah (2016), Onanda (2015), Javed et al. (2014), Keijzers (2010).	Motivation positive effect on performance
	Dhermawan, et. al. (2012)	Motivation does not have a significant impact on the performance of

Source: Library, 2018 (processed).

### Literature Review

The payment method INA-CBG's, a change in perspective, the motivation and behavior of patient care in hospital management and service to patients. Hospitals are required to change the perspective of the pattern of payment of fee for service to payment package INA-CBG's from start to level hospital management, physicians and all employees of the hospital. INA-tariff application packages CBG's that set by health BPJS requires hospitals to empower all employees (employee empowerment) to be able to make efficient costs and optimizing the financial management of the hospital, as well as quality control, cost control and access via the cost calculations. Empowerment of health workers (employee empowerment) will create health workers who are creative, innovative and have a high performance (Chang & Liu, 2008).

Tariff system INA-CBGs a codification system of a final diagnosis and action / procedure being output services, based on the data costing and coding disease refers to International Classification of Diseases (ICD) are arranged WHO with reference to ICD-10 for diagnoses and ICD-9 Clinical modifications to the action/procedure. INA-CBG's system is a prospective financing system and objectives of the application of this system is quality health care and in terms of cost to be effective. In an era BPJS used the service tariff packages INA-CBG is classified into 4 types of RS, which RS class D, C, B and A are determined based on the accreditation of hospitals (BPJS Health, 2014). Sulisty (2015) concluded that there is a relationship between the system of financing by the quality of service proves that the financing system will affect the attitudes and behavior of health care providers.

Changes in hospital payment methods with methods package INA-CBG's where payment by INA-CBG tariff scheme is restricted strict rules so that implementation on the ground must also be done by the rules.

Sehingga when rules are violated will be given the punishment of the BPJS with BPJS rate this pattern will be followed by changes in the mode of payment of medical services. Payment of medical services should be tailored to the use of performance-based remuneration system. Remuneration is a reward given to a person associated with its competence and the resulting performance to meet their needs (Kristanti, 2013). If employees feel that the compensation, they receive is inadequate then the job performance, job satisfaction, and motivation decreased drastically. Low organizational commitment of health workers, based on the opinion of the experts is caused by several factors, such as lack of appreciation for health workers (Faulkner & Laschinger, 2008). Management and professional organizations as well as components of the hospital, must have the same perceptions and commitment and be able to cooperate with empowering employees to produce quality hospital services and cost-effective and so that organizational goals can be realized (Darmawan, 2008).

### Research Methods

This research is an explanatory research is research to identify and explain the influence between variables organizational commitment and employee empowerment as well as reward and punishment against BPJS service motivation and performance of employees by testing the hypothesis, this research is research that describes causal relationships between variables. The population in this study involves all employees of hospitals Abdul Wahab Sjahranie Samarinda, East Kalimantan. Sampling by using the size of the formula Slovin, because hospital employees Samarinda Abdul Wahab Sjahranie consisting of several units / rooms, then sampling was done by using *proportional stratified random sampling* the number of employees sampled as many as 324 employees. Analysis of the data used to analyze the program uses Structural Equation Models with PLS 6.0 Warp approach.

**Table 2. Research Instruments**

No.	Variables	Indicator
1	Organizational commitment	<ul style="list-style-type: none"> <li>a) feel the problems that occur in the workplace becomes my problem</li> <li>b) difficult to leave my present job because they are not going to get better job opportunities elsewhere</li> <li>c) Responsible for working as a letter placement assignment</li> </ul>
2	Employee Empowerment	<ul style="list-style-type: none"> <li>a) Had a responsibility to work for the hospital has been providing the best</li> <li>b) Have the skills that are necessary in work</li> <li>c) Have the freedom to do the job</li> <li>d) Having the ability to influence the system of organization</li> </ul>
3	reward and Punishment	<ul style="list-style-type: none"> <li>a) Like the job now</li> <li>b) Receive wages in proportion</li> <li>c) Have promotion opportunities</li> <li>d) Working with up to integrated supervision</li> <li>e) Having a co-worker who always helps when there is a problem</li> <li>f) Minimize errors in the work</li> <li>g) Got more severe penalties when making the same mistakes</li> <li>h) Obtain an explanation for that has been done</li> <li>i) Got a direct penalty if found guilty</li> </ul>
4	Motivation BPJS services	<ul style="list-style-type: none"> <li>a) Tops exercised control properly so that the service can be optimized BPJS</li> <li>b) Serving patients effectively and efficiently BPJS corresponding package rates INA-CBG's</li> <li>c) Serving patients because it is a responsibility BPJS</li> <li>d) Serving patients BPJS because obviously its services</li> <li>e) Bosses give appropriate directives BPJS jobs to optimal patient care.</li> </ul>
5	performance	<ul style="list-style-type: none"> <li>a) Being able to complete the work according to the number and types of jobs</li> <li>b) Completion of the work is able to set appropriate quality standards</li> <li>c) Being able to complete the work in accordance timeliness</li> <li>d) Having a good attendance rate</li> <li>e) Having the ability to collaborate with colleagues and superiors</li> </ul>

### Theoretical Framework

Based on theoretical and empirical studies previously, <sup>16</sup> the conceptual framework of research compiled as follows in Figure 1.

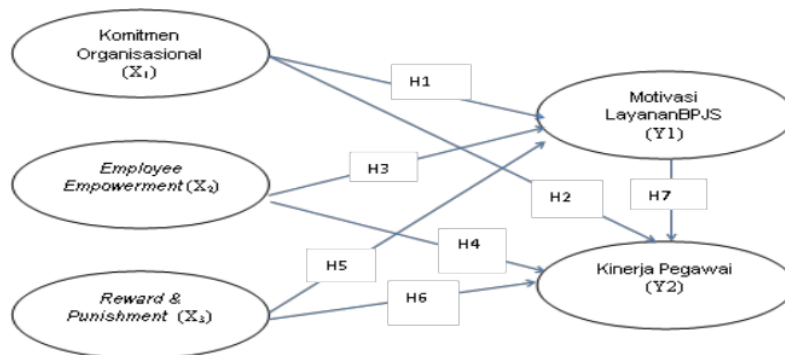


Figure 1. Conceptual Framework Research

#### Organizational Commitment effect on motivation

Luthans (2002: 74) defines organizational commitment as aspects of the high mark one's commitment to the organization, Robbins (2001: 100) organizational commitment is a situation where an employee is in favor of an organization and its objectives as well as the desire to maintain membership in the organization. Mathis & Jackson (2006) provides a definition, "Organizational Commitment is the degree to which employees believe in and accept the organizational goals and desire to Werner with the organizational".

Dessler (2006) showed that employees who have committed have a lower tendency lower absenteeism and have a longer working life and tend to work harder and perform better. In contrast to research conducted by Aaron, et al. (2014) in his research concluded that Organizational commitment does not have a significant impact on motivation.

Organizational commitment a positive effect on the motivation of the study Dessler (2006), Mathis & Jackson (2006), Dharmanegara et al. (2016), Salleh et al. (2016), Sahil et al. (2014), Rahmawati et al. (2015), When (2015).

#### Organizational Commitment effect on performance

Robbins (2008: 102) states that there are three kinds of dimensions of organizational commitment are: affective commitment, normative commitment, and sustained commitment. Marciano (2010:42) someone working would be committed to the organization's goals and will use all its capabilities to accomplish the task, good behavior at work, a job well done in accordance with the organization's goals and are willing to take steps to improve or evaluation if necessary.

McClelland (1997) argued that "There is a positive relationship between achievement motive with the achievement of work", which is an encouragement achievement motive in a person to perform activities or tasks as best as possible so that achieving work performance (the performance of) the predicate is commendable. Darmawan (2008) in his research shows that if employees feel the compensation, they receive is inadequate then the job performance, job satisfaction and work motivation decrease dramatically.

Subejo et al. (2013) showed that partially organizational commitment has no significant effect on performance, organizational commitment built by affective commitment, continuous commitment and normative commitment have not been able to improve the employee's performance to the maximum. Suswati & Budianto (2013) based on data analysis, affective commitment and continuance commitment partially positive and significant influence on employee performance.

Research Ghorbanpour et al. (2014) organizational commitment had a significant positive effect on employee performance, normative commitment to leave the strongest effect on the average performance, compared with affective commitment and sustained commitment.

#### Employee Empowerment effect on motivation

Yukl (2010:38) Employee empowerment is shared assumptions and beliefs about the world and their place in it, the nature of time and space, human nature and human relationships. Formation of employee empowerment organization when the work environment or learn to deal with problems, both related to changes in external and internal, which is associated with unity and organizational needs and employee satisfaction.

Riniwati (2011), which emphasizes the concept of empowerment is only focused on human resources (HR) lower classes only. While studies on the empowerment of scarce managerial level because it is already well established from an economic standpoint.

Research conducted by Benabou & Tirole (2003), Franco et al. (2004), De Voe and Iyengar (2004) also concluded that the employee empowerment has no significant effect on the motivation.

The empirical results of research conducted by Tutar et al. (2011), Garcia et al. (2016), Drake et al. (2007), Berraies et al. (2014), Yasothai et al. (2015), Meyerson (2012), Seibert et al. (2012), Nzuve & Bakari (2012), Princess & Yumiawan (2016), Sustainable & Yunianto (2015). Which states that: Employee Empowerment positive effect on motivation.

#### **Employee Empowerment To Affect Employee Performance**

Employee empowerment has the full force and effect on individual performance even to the working environment. The elements of employee empowerment are values, norms, beliefs, attitudes and opinions of (Buchanan & Huczyski, 2010:98).

Nur Chasanah (2008) in his research concluded that employee empowerment has no significant effect on the performance of employees. Employee Empowerment positive effect on performance, this is evidenced by several studies conducted by Tutar et al. (2011), Garcia et al. (2016), Drake et al. (2007), Berraies et al. (2014), Yasothai et al. (2015), Meyerson (2012), Seibert et al. (2012), Nzuve & Bakari (2012), Princess & Yumiawan (2016), Sustainable & Yunianto (2015).

#### **Reward and Punishment effect on motivation**

Echolas & Shadily (2005: 485) Reward is something we give to someone because he is doing something Kreitner & Kinicki (2005:79) reward and punishment is a form of presumption owned and implicitly accepted by the group and determine how these groups feel, think and react to diverse environments.

Reward and punishment is not solely caused by a single event or a certain psychological conditions. Reward and punishment is an overall process that includes individual efforts to respond to and manage the demands of the work environment to meet the targets set for him from time to time (Zedeck, 2009).

Reward and punishment can also be understood as a state in which individuals face the task or job that cannot be or have not been reachable by its ability Beehr et al. (2003). That is, if the new person's ability to five but the face of the demanding job of ability with number nine then it is very likely that person will be exposed to punishment (Ehrhardt, 2006). This is in line with the views expressed by the model of Job Demand-Resources where reward and punishment occur when there is an imbalance between Job Resources and Job Demands (Bakker & Demerouti 2006; Kousar et al., 2006; Bakker et al. 2007; Schaufeli et al., 2009).

Gitosudarno and Sudita (2000) in his research concluded that the punishment does not have a significant impact on the motivation.

#### **Reward and Punishment effect on performance**

Reward and punishment as the circumstances in which individuals face the task or job that cannot be or have not been reachable by its ability Beehr et al. (2003). That is, if the new person's ability to five but the face of the demanding job of ability with number nine then it is very likely that person will be exposed to punishment (Ehrhardt, 2006). Suak, et al. (2017), Kentjana, P. (2018) in his research concluded that the reward does not have a significant influence on employee performance.

Kelishadroky et al. (2016), Lu et al. (2013), Andreoni et al. (2003), Hidayanto (2015), Lowery et al. (2008), Ndungu (2017), Kowalewski and Philips (2012), Gohari et al. (2013), where the Reward and Punishment positive and significant impact on performance.

#### **Motivation effect on performance**

Motivation is the driving factor increasing employee performance, which in turn will contribute to the improvement of organizational performance (Gorda, 2004: 89). Ekstrisik intrinsic motivation and to maximize the performance (Yousaf, et al., 2015). Empirically motivation positive effect on performance, this is evidenced by studies carried Davis et al. (2009) which states that there is a positive influence between employee motivation with employee performance. High employee motivation will foster a high performance as well, and vice versa.

Mathis and Jackson (2006) points motivation is a positive emotional state of a person evaluate work experience. Dherwan, et. al. (2012) found that the motivation has no significant effect on performance.

Motivation positive effect on performance, this is evidenced by several studies conducted by Davis et al. (2009), Pahlavi (2012), Mathis & Jackson (2006), Dharmanagera et al. (2016).

**Results And Discussion**

*Discriminant Validity*

**Table 3. Average Variance Extracted & Root AVE**

Variable	Average Variance Extracted (AVE)	Information
Organizational Commitment (X1)	0.714	invalid
Employee Empowerment (X2)	0.635	invalid
Reward & Punishment (X3)	0.580	invalid
Motivation BPJS Service (Y1)	0.640	invalid
Employee Performance (Y2)	0.530	invalid

Source: Output WarpPLS 6.0.

Table 3. AVE value > 0.50 means that all variables have high reliability composite value. This is because the value of Average Variance Extracted (AVE) of each construct is required to be > 0.50. AVE value for all variables in this study.

*Composite Reliability*

**Table 4. Composite Reliability**

Variable	Composite Reliability	Information
Organizational Commitment (X1)	.881	reliable
Employee Empowerment (X2)	0.874	reliable
Reward & Punishment (X3)	0.925	reliable
Motivation BPJS Service (Y1)	0.899	reliable
Employee Performance (Y2)	0.849	reliable

Source: Output WarpPLS 6.0.

Based on Table 4 it can be concluded that all constructs reliably meet the criteria. This is indicated by the value of composite reliability above 0.70 as recommended criteria.

*Examination Goodness of Fit Models*

**Table 5. R - square**

Variable	R Square	R Square Adjusted
Motivation BPJS Service (Y1)	0,225	0,217
Employee Performance (Y2)	0.498	0.492

Source: Output WarpPLS 6.0.

Based on the results of the evaluation Table 5. Inner Model (Goodness of Fit Model) can be shown that the coefficient R2 in this study as follows:

- 1) Structural model 1 puts motivation BPJS services (Y1)  
As an endogenous variable, while the organizational commitment (X1), employee empowerment (X2) and reward and punishment (X3) were placed on exogenous variables. R2 values of 0.225 so as to be interpreted that the variability of organizational commitment (X1), employee empowerment (X2) and reward and punishment (X3) amounted to 0,225 (22.5%) and the remaining 70.3% is explained by other variables outside the model of this study.
- 2) Structural model put employee performance (Y2)  
As an endogenous variable, while the organizational commitment (X1), employee empowerment (X2) and reward and punishment (X3) were placed on exogenous variables. R2 values of 0.498 so as to be interpreted that the variability of organizational commitment (X1), employee empowerment (X2) and reward and punishment (X3) of 0.498 (49.8%) and the remaining 50.2% is explained by other variables outside the model of this study.

*Testing t-test*

**Table 6. Results for Inner Weights**

Variables	$\beta$	Mean of sub-samples	Standard deviation	T-Stats	P-Value	Information
Organizational Commitment (X1) ->	0.262	0,118	0.055	1,990	<0.001	Positive and significant



Motivation BPJS Service (Y1)						
Organizational Commitment (X1) -> Performance Officer (Y2)	-0.070	0,118	0.057	1,990	.110	And no significant negative
Employee Empowerment (X2) -> Motivation BPJS Service (Y1)	-0.118	-0.243	0.057	1,584	0,019	Negative and significant
Employee Empowerment (X2) -> Performance Officer (Y2)	0,004	-0.243	.058	1,584	0,470	Positive and not significant
Reward & Punishment (X3) -> Motivation BPJS Service (Y1)	0,296	0.086	0.055	2,289	<0.001	Positive and significant
Reward & Punishment (X3) -> Performance Officer (Y2)	.227	0.086	0.056	2,289	<0.001	Positive and significant
Motivation BPJS Service (Y1) -> Performance Officer (Y2)	.561	.159	0,053	2,372	<0.001	Positive and significant

Source: Output WarpPLS 6.0.

Based on Table 6 is known that a positive effect and the level of significance of each variable as follows.

Organizational commitment give a positive and significant impact on the motivation of BPJS services with a value of 0.262 for having the t-statistic (1.990 > 1.96) and the value of P-Value <0.001 compared with 0.05 (0.001 < 0.05), so that the results of this study are consistent with the hypothesis that stated organizational commitment and significant positive effect on the motivation of service BPJS.

Organizational commitment had a negative impact and no significant effect on employee performance with a value of -0.070 may be noted that organizational commitment has significant impact on job satisfaction because they have the t-statistic (1.990 > 1.96) and the value of the P-Value is greater than 0.005 by 0.110 (0.110 > 0,05), so this result is not consistent with the hypothesis because of organizational commitment and significant negative effect on employee performance.

Employee empowerment a negative impact on motivation BPJS services with a value of -0.118, it can be noted that employee empowerment have a significant impact on the motivation BPJS services have t-statistic (1.544 < 1.96) as well as the value of P-values less than 0.05 (0.019 < 0.05), so this result is not consistent with the hypothesis that employee empowerment significant negative effect on job satisfaction.

Employee empowerment a positive influence on the performance with a value of 0.004, it is known also that empowerment is not significant impact on performance because they have t-statistic 1.584 (1,584 < 1.96) as well as the value of the P-Value is greater than 0.005 by 0.470 (0,470 > 0,05), so this result is not consistent with the hypothesis that employee empowerment is positive and significant impact on performance.

Reward and punishment give a positive and significant impact on the motivation of BPJS services with a value of 0.296 to note also that the reward and punishment have a significant impact on the motivation BPJS services because they have t-statistic (2289 > 1.96) and the value of P-values less than 0.001 (<0.001 < 0.05), so that the results of this study are consistent with the hypothesis Reward and punishment positive and significant impact on the motivation of service BPJS.

Reward and punishment provide a positive and significant influence on employee performance with a value of 0.227 can also be shown that the reward and punishment have a significant impact on employee performance because they have the t-statistic (2289 > 1.96) and the value of P-values less than 0.05 (<0.001 < 0.05), so that the results of this study are consistent with the hypothesis that reward and punishment positive and significant influence on employee performance.

Motivation BPJS services provide positive and significant impact on the performance with a value of 0,561 can also be shown that motivation BPJS services have a significant impact on performance because it has the t-statistic (2372 > 1.96) and the value of P-values less than 0.05 (<0.001 < 0.05), so that the results of this study are consistent with the hypothesis that job satisfaction has positive and significant effect on performance.

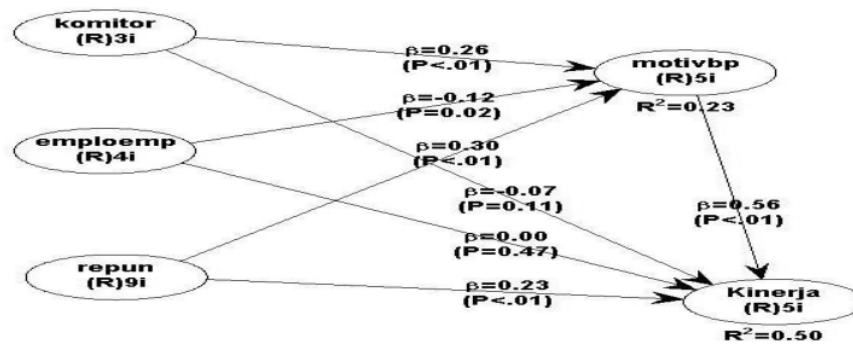


Figure 2. Model studies with the Loading Factor

Based on the figure 1 shows that all the loading factor is  $> 0.50$  so that research can continue to analyze the measurement model or models and models outer or inner structural models.

**The influence of organizational commitment to service motivation BPJS**

Organizational commitment positive and significant effect on the motivation of service BPJS so that the results of this study are consistent with the hypothesis that organizational commitment positive and significant effect on the motivation of service BPJS. Based on the results it can be seen that increasing organizational commitment will be able to increase the motivation of service BPJS in hospitals Abdul Wahab Sjahranie Samarinda through increased affective commitment is to instill a sense of the problems that occurred in my place of work into a Joint problems.

**The influence of organizational commitment to employee performance**

Organizational commitment had a negative impact and no significant effect on the performance of employees so this result is not consistent with the hypothesis that organizational commitment is a significant and positive effect on employee performance. Based on the research note that the increased organizational commitment will be able to improve the performance of employees in hospitals Abdul Wahab employees Sjahranie Samarinda through increased affective commitment, normative commitment and commitment continuance.

**Effect of employee empowerment on service motivation BPJS**

Employee empowerment had a negative impact and no significant effect on the motivation of service BPJS so this result is not consistent with the hypothesis that employee empowerment and significant positive effect on the motivation of BPJS services. Based on the results of this research is that the increase in Employee empowerment has not been able to increase motivation BPJS services. Based on the results of this research is that the increase in employee empowerment will demotivate BPJS services in hospitals Abdul Wahab Sjahranie. Increased Employee empowerment can be done with increased responsibility at work.

**Effect of employee empowerment on employee performance**

Employee empowerment a positive influence and not significant motivation BPJS services so these results are not consistent with the hypothesis that employee empowerment and no significant positive effect on employee performance. Based on the results of the analysis showed that the increase in employee empowerment has not been able to improve the performance of employees and has a real impact. Employee empowerment will be able to enhance employee performance by increasing responsibilities in work and increasing skills in the work.

**The influence of rewards and punishments to motivate service BPJS**

Reward and punishment give a positive and significant impact on the motivation of BPJS services so that research results are in line with the hypothesis states of reward and punishment positive and significant impact on the motivation of BPJS services. Based on the analysis of this study showed that the increase of reward and punishment will be able to increase the motivation BPJS services. Increased motivation BPJS service can be done by providing a direct penalty if found guilty and provide more severe penalties when making the same mistake.

**Reward and punishment influence on employee performance**

Reward and punishment give a positive and significant impact on the performance of employees, so the results of this study are consistent with the hypothesis that reward and punishment positive and significant impact

4 on performance. Based on the research results can be seen that the increase of reward and punishment will be able to improve the performance of employees and thus real impact on employee performance improvement can be done by giving punishment firm and consistent when making mistakes.

#### BPJS service motivation influence on employee performance

Motivation BPJS services provide a significant and positive effect on employee performance, so that the results of this study are consistent with the hypothesis that motivation BPJS services and significant positive effect on employee performance. Based on the results of this research is that increased motivation BPJS service has been able to improve the performance of employees. Increased employee performance can be done by increasing the direct supervision of a superior order optimal performance of employees in serving patients BPJS and foster a sense of pleasure to serve patients BPJS for which he is responsible.

#### 7 Conclusion

Based on the analysis and discussion of this study organizational commitment significantly influence motivation BPJS services in hospitals Abdul Wahab Sjahranie Samarinda. This means that the organizational commitment to increase the motivation BPJS services in hospitals Abdul Wahab Sjahranie Samarinda. Organizational commitment and no significant negative effect on the performance of employees in hospitals Abdul Wahab Sjahranie Samarinda. Employee empowerment is a significant negative effect on motivation of BPJS services in hospitals Abdul Wahab Sjahranie Samarinda. Employee empowerment and no significant positive effect on the performance of employees in hospitals Abdul Wahab Sjahranie Samarinda. Reward and Punishment positive and significant impact on the motivation of services in hospitals BPJS in Samarinda Sjahranie Abdul Wahab. Reward and punishment positive and significant impact the performance of employees in hospitals Abdul Wahab Sjahranie Samarinda. BPJS service motivation positive and significant impact on the performance of employees in hospitals Abdul Wahab Sjahranie Samarinda.

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# EFFECT OF ORGANIZATIONAL COMMITMENT AND EMPLOYEE EMPOWERMENT AND REWARD AND PUNISHMENT OF MOTIVATION BPJS SERVICES AND PERFORMANCE OF EMPLOYEES IN HOSPITAL ABDUL WAHAB SJAHRANIE SAMARINDA, INDONESIA

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