

Article

A Study of Motivation and Commitment of Midwives' Services to their Performance in Batam City Hospital, Indonesia

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Citations: Aulia, D.L.N., Anjani, A.D., Rumengan, A.E., Wibisono, C., Indrayani, I. & Khaddafi, M. (2022). A Study of Motivation and Commitment of Midwife Services to their Performance in Batam City Hospital, Indonesia. *International Journal of Finance, Economics and Business*, 1(4), 303-312.

Academic Editor: Nik Hazimah Nik Mat.

Received: 5 September 2022

Accepted: 18 November 2022

Published: 31 December 2022

Abstract: Service quality is determined by human resources, which can carry out services according to standards. Midwives' services will be carried out optimally if each midwife understands her motivation and work commitment as a midwife. Her motivation and work commitment are a promise from a midwife or determination to carry out her activities as a midwife following the goals, positions, and scopes that have been determined in her duties. This study aims to determine the motivation and commitment to providing services to the performance of midwives at Batam City Hospital. This research is quantitative analytics, the place of research is at Batam City Hospital in January - July 2021, and the research population is all midwives who work at the Batam City District Hospital. Sampling technique with total sampling technique, the number of samples is 34 respondents. The results showed that 20 respondents had good motivation and performance, and 15 had good commitment and performance. In conclusion, there is a relationship between motivation and commitment to the performance of the midwife. Suggestions for midwives is that midwives maintain their motivation and commitment to providing services.

Keywords: motivation; commitment; performance; midwives; services.



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1. Introduction

The Maternal and Child Health Program (MCH) is the main work program of the Ministry of Health to improve overall public health. The MCH program aims to build a healthy community and can be used as a benchmark for the success of the "National Long-Term Development Plan" (RPJPN) 2005–2025 (Adriansyah & Sjarif, 2016). One thing that makes the percentage of maternal and infant mortality still high is that there are still obstacles in handling pregnant women with risks that cannot be detected early.

Therefore, midwives must provide a service adapted to existing standards (Yuwansyah, 2017). Several aspects, such as health workers and the government, can cause high MMR and IMR. According to the World Health Organisation (WHO), the problem of maternal mortality occurs around 33-50%, which closely influences the low level of health services mothers to obtain during pregnancy (Nisa et al., 2019).

The quality of service is influenced by human resources who can provide services based on applicable standards; these standards are contained in manuals published and distributed by the Ministry of Health to be used as guidelines for implementing a program. Through clinical performance, midwives are expected to show professional and concrete participation to improve the quality of midwives' services. It will result in general health services in the organisations where they work and good quality of life and community welfare which can reduce the Maternal Mortality Rate in Indonesia (Nisa et al., 2019).

Health services carried out by midwives will be maximized if the midwife has mastery of her work commitment as a midwife. The commitment describes a midwife's promise and determination to carry out her obligations as a midwife based on the objectives, roles and scopes that have been determined as her duties. A health service can run well if it is carried out by a health worker who is aware. According to Mahon et al. (2014), age, tenure, and motivation are very influential things for everyone in improving one's skills, knowledge and work spirit, so it is very influential in improving good performance. To achieve good performance, evaluation and supervision are needed following the objectives and targets that have been inaugurated, following the needs of the community of his commitment so that it is carried out well (Yuwansyah, 2017).

The hospital is one of the health service organisations, especially those related to health businesses which are the reference for health services at the puskesmas level. Hospitals have developed so rapidly that there is competition between government and private hospitals competing for a market that is currently wide open. In addition, the community indirectly wants integrated hospital services where all services related to health and patients must be able to be given swift, careful, and quality services at affordable prices (Pudjiati, 2020). Human resources are the highest organisational assets compared to other resources (Azwar, 2014). Midwives are one of the human resources owned by hospitals that must be managed appropriately in producing medical services and are one of the most important and challenging parts of the health business. Especially as technology advances and community dynamics, the community's demands to improve maternal and child health services is a formidable challenge.

In the face of competitive and globalized developments, companies need high-achieving employees; therefore, it is necessary to carry out an assessment that describes employee performance (Andayani & Tirtayasa, 2019; Rivai, 2009). HR performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, and targets/criteria that have been determined in advance and mutually agreed. Performance is a multidimensional construct that includes several factors that influence it (Ardiansyah & Sulistiyowati, 2018). Suharmiati et al. (2015) assessed the midwives' motivation and commitment in Puskesmas. They are grouped by age, and it will be seen that the longer the midwife performs the service, the better the midwife will be motivated, while the commitment is viewed based on age grouping. Good commitment will lead to the age group, while commitment is less directed at the younger age group.

Performance commitment is a promise to a midwife, which is a firm determination to carry out her work duties for the roles, positions and scopes that her duties have determined. All midwives who know, understand and understand and can carry out their duties which have become a shared commitment, will achieve good health development (Sinaga, 2018). According to Mitchell (2017), two factors have an impact on motivation. First intrinsic, which includes beliefs, abilities, needs, attitudes, values and emotions. Second, extrinsic, which is related to the work context, which includes awards, salaries, environment, support, applicable regulations, status and responsibilities and organisational culture. These two factors have an interconnected relationship where in forming motivation which in the future will make the motivation better so that this motivation can affect a person's performance (Adriansyah & Sjarif, 2016).

The performance of midwives is basically understood as the result of collaboration between the knowledge, abilities, and willingness of midwives to work to carry out their duties and functions to the fullest. Motivation reflects the desire or willingness that comes from the midwife to carry out an activity or action in serving patients. The achievement of indicators of maternal and child health programs that are not achieved can be caused by several things, one of which is the motivation of the midwife, who is not very good.

People who are motivated usually have a vision that is far ahead. For him, work is not just to get something (money, self-esteem, pride, achievement), but it is a learning process and a process that must be passed to achieve his life mission. Likewise, the presence of midwives, if they have good work motivation,

will be able to achieve the target coverage set. Pabidang (2022) states that the midwife's effort to achieve the program requires high motivation. Midwives with high motivation have a 2.7 times chance of performing well compared to midwives who have low motivation. Therefore, the low motivation of midwives to work optimally can give results that are not optimal in achieving the standards that have been set.

The three primary keys to motivation in organisational behaviour are the willingness to try, achievement of organisational goals and fulfil individual needs in organisations. An individual's motivation is important because it will affect a person's willingness to work hard and enthusiastically complete his work. High motivation can affect the achievement of high work productivity as well. Motivation is also very important for managers to influence their employees to work as desired by the organisation. Commitment is a force that binds a person to take an action that has relevance to one or more goals. Activity will run well if it is carried out by personnel who have a good work commitment

The lack of commitment to human resources is often encountered related to the commitment and motivation of midwives in providing midwives services. The number of midwives who work is not following their profession and tend to change places of work often, so patients and midwives must adapt to health workers or the workplace. New ones, wages or salaries earned are not commensurate with performance, so it triggers switching professions, lack of self-esteem and respect, lack of intrinsic motivation and lack of enthusiasm in providing services (Putri et al., 2015). The large number of midwives who resigned caused a decrease in the commitment of midwives. With a decrease in midwives' commitment to private hospitals, if this is allowed, it will have a large negative impact on the company, namely disruption of hospital service activities and resulting in difficulty in achieving hospital success.

2. Literature Review

2.1. Motivation

Motivation comes from the Latin word "Movere" which means "push or driving force", especially to subordinates or followers (Sunyoto, 2015). Motivation (motivation) is a process that describes an individual's intensity, direction and persistence to achieve his goals. The three main elements are intensity, direction and persistence. Intensity relates to how hard a person tries. Still, high intensity is unlikely to result in satisfactory job performance unless the effort is linked in a direction that benefits the organisation. Thus, we must consider the quality as well as the intensity of the effort at the same time. Finally, motivation has a persistence dimension. This dimension measures how long a person can maintain his business (Robbins & Judge, 2016).

The role of motivation in improving employee performance and competence is also very important because work motivation can provide energy that drives all existing potential, creates noble desires and increases mutual enthusiasm. Every employee works according to the rules or standards set by respecting, understanding, and respecting the rights and obligations of each in the entire operational work process and, most importantly, by paying attention to the provision of motivation to increase employee morale. This motivation appears in two basic forms, namely artificial (extrinsic) and intrinsic (intrinsic), known as Frederick Herzberg's theory, which says that the basic relationship and individual attitudes towards work will determine the success or failure of the individual. Artificial motivation is related to what is done to motivate employees, while intrinsic motivation is factors from within oneself that influence others to behave or move in a certain direction (Nisa et al., 2019).

Motivation is a desire in a person that causes that person to act. People usually act for one reason, namely, to achieve goals. Motivation is a reflection of the desire or willingness that comes from the midwife to carry out an activity or action in serving (Adriansyah & Sjarif, 2016). Motivation is defined by Fillmore H. Stanford that "*motivation as an energizing condition of an organism that serves to direct that organism toward the goal of a certain class* (Nugroho, 2017)

Motivation is a process that describes the intensity, direction, and persistence of an individual to achieve his goals. Fisher (2009) stated that motivation is the process of influencing or pushing a person or workgroup so that they want to carry out something that has been determined. There are seven motivational factors, namely: (1) promotion, (2) work performance, (3) the work itself, (4) awards, (5) Responsibility, (6) recognition, (7) success in work. Five indicators of work motivation refer to 2 dimensions, namely: (a) Monetary motivational: salary and bonuses, (b) non-monetary motivational: Employee welfare guarantees and promotions.

The main factor that encourages a person to try hard to fulfilling organisational tasks is influenced by several factors, including motivation. Motivation is a condition or energy that moves employees who are directed or focused on achieving organisational goals. Motivation is a desire in a person that causes that

person to act. People usually act for one reason, namely, to achieve goals. Motivation is a reflection of the desire or willingness that comes from the midwife to carry out an activity or action in performing Midwives services (Adriansyah & Sjarif, 2016).

2.2. Commitment

Commitment is a force that binds a person to take an action that has relevance to one or more goals. Activity will run well if health workers carry it out with good work commitments (Suharmiati et al., 2015). Greenberg said organisational commitment is the willingness of an employee to take sides with an organisation and its goals and intend to maintain membership in the organisation. Furthermore, Steers and Porter argue that commitment is an individual state in which individuals become bound by their actions. This action will generate beliefs that support their activities and involvement (Sinaga, 2018). Steers and Black (in Sulis 2018) have the opinion that employees who have high commitment can be seen from the following characteristics (i) there is a strong belief in and acceptance of the values and goals of the organisation, (ii) there is a willingness to try their best for the sake of the organisation and (iii) strong desire to become a member of the organisation (Arifah, 2018)

A person with a strong desire, willingness to try for the sake of the organisation, and belief in the organisation is a member who has a high commitment or is committed to the organisation/group. When someone is committed to an organisation or group, he must adjust to the values and norms of the organisation and equate steps to reach a common goal. According to Allen (1990) Three factors influence organisational commitment, namely:

1. Individual personal characteristics; Personal characteristics are divided into two variables: demographic and dispositional variables. Demographic variables include gender, age, marital status, level of marriage and the length of time a person has worked in an organisation. At the same time, the dispositional variables include the personality and values of members of the organisation. The dispositional variable has a stronger relationship with organisational commitment because of the different experiences of each member in the organisation.
2. Organisational characteristics; Organisational characteristics include several things, such as organisational structure, policy design in the organisation and how the organisation's policies are socialized
3. Organisational experience; Organisational experience includes the satisfaction and motivation of organisational members while in the organisation, their role in the organisation and the relationship between organisational members and their supervisors or leaders.

From recent research, Yousef (2017) stated that organisational commitment originated from 3 distinct categories. The first type, affective commitment, relates mainly to emotional attachment, identification with and involvement. The second one is continuance commitment which is based on the leaving organisational costs. Normative commitment is the third type, known as a sense of obligation to the organisation (Yousef, 2017).

2.3. Performance

Performance comes from the notion of work result or work performance and includes how the work process takes place. Some opinions about the definition of performance will be described below: Armstrong and Baron in Wibowo (2013) suggest that performance is the result of work that has a strong relationship with the organisation's strategic goals and customer satisfaction and contributes to the economy. Performance is a view of the complete state of the company for a certain period. It is a result or achievement influenced by the company's operational activities in utilizing its resources (Rivai, 2009).

Moherino (2012) defines performance as a description of the level of achievement of implementing a program of activities or policies in realizing the organisation's goals, objectives, vision and mission. It is poured through the strategic planning of an organisation. Performance can be known and measured if an individual or group of employees already has criteria or benchmarks set by the organisation (Moherino, 2012)

Performance is the periodic determination of the organisation's operational effectiveness, organisational parts and employees based on previously established facilities, standards and criteria (Rivai, 2009). Behaviour is relevant to the organisation's goals and can be measured in terms of its contribution to the suitability of certain behaviours. The application of a management concept requires performance management. It is because the management concept has a level of flexibility and is representative and aspirational to realise the organisation's vision and mission by using the people in the organisation to the fullest. Next is organisational performance. According to Fahmi (2012), organisational performance is the

organisation's overall effectiveness in systematically meeting each group's defined needs and improving the organisation's ability to achieve needs effectively continuously.

Siagian (2018) states that motivation is the driving force for someone to contribute as much as possible to the organisation's success in achieving its goals. Motivation questions how to direct the power and potential of subordinates so that they are willing to work together productively and successfully achieve and realize the goals that have been determined. Motivation is important because it causes, distributes, and supports human behaviour, so they are willing to work hard and enthusiastically to achieve optimal results. Organisations not only expect employees to be capable, capable, and skilled, but most importantly, they are willing to work hard and achieve maximum performance (Hasibuan, 2017).

The Decree of the Minister of Health of the Republic of Indonesia No. 857 of 2009 to find out how the performance assessment of Health Officers is carried out is as follows: Input, Process and Output. Fisher states the relationship between performance appraisal and motivation, the purpose of performance appraisal (job performance) is motivation, namely creating learning experiences that motivate staff to develop themselves and improve their work performance. In line with this, Rivai (2009) revealed that one of the objectives of performance appraisal is to increase work motivation.

Notoatmodjo (2009) suggests that motivation is a factor that influences employee performance. Motivation affects performance even though it is not the only one that shapes performance (Wibowo, 2013). The study results of work motivation significantly affect the performance of employees at the Department of Youth and Sports of the City of Tomohon. These results mean work motivation must be considered to impact employee performance positively (Al Zefeiti & Mohamad, 2017). Paais & Pattiruhu (2020) with the study's results, showed a positive and significant influence of motivation on employee performance. Based on the theory, The inner atmosphere or psychology of a worker as an individual in the community, organisation or company in his work environment, has a very large influence on the implementation of his work. The inner atmosphere is seen in the spirit or passion of work that results in work activities as an impetus for achieving the business goals of the company where he works. From the psychological point of view, reality shows that the passion or enthusiasm of a worker in carrying out his work is strongly influenced by the work motivation that drives him. Considering that the services provided are riskier than other programs, intrinsic motivation and must be supported by extrinsic motivation, especially those that provide security and comfort, are very supportive in improving the performance of village midwives so that they contribute to achieving program targets.

To achieve effectiveness in carrying out their duties, employees must be highly committed to the task and the organisation. High commitment to the organisation will increase employees' responsibility and sincerity in carrying out the task. Employees who have a high commitment to the organisation will work wholeheartedly and will fight for its progress because they know they have become part of the organisation. Maesaroh (2021) found organisational commitment to have a significant positive effect on performance. The existence of a positive influence means increasing employee commitment to the organisation and increasing performance.

3. Materials and Methods

The method of research used is quantitative with a Cross-Sectional approach. Quantitative research is empirical research in which the data is in the form of something that can be calculated. Quantitative research pays attention to collecting and analysing data in numerical form. Cross-sectional research studies the dynamics of the correlation between risk factors and effects by means of approach, observation, or data collection. This study uses an analytical design with a cross-sectional approach, which is a study to study the relationship between the independent variable and the dependent variable by measuring once and at the same time (Notoatmodjo, S., 2005).

The population is the subject group being researched (Notoatmodjo, 2018). The population in this study were all midwives at the Hj. Bunda Halimah Hospital in Batam City, totalling 19 respondents and the Husada Family Hospital Batam, totalling 14 respondents with a total of 34 people (Dinkes, 2020). Sampling using a total sampling technique. Total sampling is a technique where the number of samples is the same as the population (Sugiyono, 2016). The reason for taking total sampling is because, according to Sugiyono (2017), the total population is less than 100 and the entire population is used as a research sample. The sample taken from this study was 34 respondents. A research instrument is a tool used for data collection in this study, the instrument used was a questionnaire. Data analysis according to the type of research was carried out by interpreting the data from the table to provide results according to the research objectives using Statistical Product and Service Solution (SPSS).

4. Results

Descriptive analysis in this study is a description or explanation of the results of primary data collection in the form of a questionnaire that research respondents have filled out via google form. The sample in this study was all midwives who worked in hospitals, with a total of 34 respondents. The results of the study obtained the following frequency distribution:

Table 1. Frequency Distribution of Motivation in Performing Midwife Services in Hospitals

| Motivation Category | Frequency | Percentage |
|---------------------|-----------|------------|
| Deficient | 10 | 29 |
| Efficient | 24 | 71 |
| Total | 34 | 100 |

Table 1 shows that out of 34 respondents, most had good motivation, as many as 24 respondents (71%) and a small part had poor motivation, 10 respondents (29%).

Table 2. Frequency Distribution of Commitment to Providing Midwives Services in Hospitals

| Commitment Category | Frequency | Percentage |
|---------------------|-----------|------------|
| Deficient | 16 | 47 |
| Efficient | 18 | 53 |
| Total | 34 | 100 |

Table 2 captures that out of 34 respondents, and most had a good commitment, as many as 18 respondents (53%), and a small part had a poor commitment, 16 respondents (47%).

Table 3. Frequency Distribution of Performance in Performing Midwives Services in Hospitals

| Performance Category | Frequency | Percentage |
|----------------------|-----------|------------|
| Deficient | 7 | 20,6 |
| Efficient | 27 | 79,4 |
| Total | 34 | 100 |

Table 3 displays most of them had a good performance, as many as 27 respondents (79.4%), and a small part had poor performance, 7 respondents (20.6%).

Table 4. Relationship between motivation and performance of midwives

| Motivation | Performance | | | | Total | | Sig. |
|------------|-------------|------------|-------|------------|-------|------------|-------|
| | Freq. | Percentage | Freq. | Percentage | Freq. | Percentage | |
| Efficient | 20 | 83.3 | 4 | 16.7 | 24 | 100 | 0.000 |
| Deficient | 7 | 70.0 | 3 | 30.0 | 10 | 100 | |
| Total | 27 | | 7 | | 34 | | |

Table 4 shows that out of the 24 respondents with good motivation, 20 respondents (83.3%) have good performance and 4 (16.7%) have poor performance. Meanwhile, of the 10 respondents who have poor motivation, 7 have good performance (70%), and 3 have poor performance (30%). The results of statistical tests using chi-square obtained a p-value is 0.000, smaller than (0.05). Thus, it can be concluded that there is a relationship between motivation and the performance of the midwife.

Table 5. Relationship between Commitment and Performance of Midwives

| Commitment | Performance | | | | Total | | Sig. |
|------------|-------------|------------|-------|------------|-------|------------|-------|
| | Freq. | Percentage | Freq. | Percentage | n | Percentage | |
| Efficient | 16 | 88.9 | 2 | 11.1 | 18 | 100 | 0.001 |
| Deficient | 11 | 68.75 | 5 | 31.25 | 16 | 100 | |
| Total | 27 | | 7 | | 34 | | |

Table 5 shows that out of the 18 respondents who have good commitment, 16 respondents (88.9%) have good performance and 2 respondents (11.1%) have poor performance. Meanwhile, of the 11 respondents who have poor commitment, 11 have good performance (68.75%), and 5 have poor performance (31.25%). The results of statistical tests using chi-square obtained a p-value is 0.001, smaller than (0.05). Thus, it can be concluded that there is a relationship between the commitment and performance of the midwife.

5. Discussion

The result of the study indicates that motivation was related to performance. Motivation is important because it causes, distributes, and supports human behaviour, so they are willing to work hard and enthusiastically to achieve optimal results. Organisations expect employees to be capable, capable, and skilled, but most importantly, they are willing to work hard and achieve maximum performance (Hasibuan, 2017). Notoatmodjo (2009) suggests that motivation is a factor that influences employee performance. Motivation affects performance, although it is not the only thing that shapes performance (Wibowo, 2013). These results mean work motivation must be considered to impact employee performance positively. Motivation is a stimulus or encouragement that influences and raises enthusiasm from within the midwife and outside related to the work environment.

The empirical findings of Sugito & Efendi (2021) showed that motivation positively influences employee performance. The empirical study of Paais & Pattiruhu (2020) also found motivation's positive and significant influence on employee performance. Subsequent empirical results found a significant relationship between the motivation and performance of midwives, which confirmed the findings of Sugito & Efendi (2021). Work motivation is one factor that determines a person's performance and environment, where the influence is large or small depending on how much intensity is given to motivation (Robbins & Judge, 2016). People who have this kind of motivation usually have a far-sighted vision. For him, work is not just to get something (money, self-esteem, pride, achievement) but is a learning process that he must go through to achieve his life mission.

Likewise, the presence of midwives, if they have good work motivation, will be able to achieve the coverage targets set in the maternal and child health service program. For increasing the motivation of midwives to improve their performance, especially maternal and child health services, so that they are carried out properly, it is necessary to support various parties, especially superiors, or give awards to the performance of midwives through the selection of exemplary midwives. So, if a midwife is motivated to achieve her goals, her performance will increase. The results also show a relationship between commitment and the performance of midwives. In this commitment, the midwife feels happy to spend her career in Midwives. The continuity of commitment by carrying out her duties well, the midwife will remain loyal in her work, and the commitment of the midwife will improve her performance.

It is in line with Ramay (2012), who found that organisational commitment is directly related to performance. Some experts also assert that organisational commitment directly affects employee performance. It is also supported by research by Al Zefeiti & Mohamad (2017), which suggested that commitment is related to employee performance. It shows that all components of organisational commitment emerged as contributing factors and played an important role in improving employee performance. Based on the results of the study, several efforts are needed to increase the work motivation of midwives in organisations, especially hospitals, need to create harmonious and well-established working relationships, and adjustment of wages to workloads also needs to be considered in addition to appreciation for the work done and a clear career path so that it can encourage midwives to be more enthusiastic at work. In addition, it is necessary to increase external motivation by providing opportunities for self-development and creating a positive work environment.

To achieve effectiveness in carrying out their duties, midwives must have a high commitment to the task and the organisation. High commitment to the organisation will increase the midwife's responsibility

and sincerity in carrying out her duties. Midwives who have a high commitment to the organisation will work wholeheartedly and will fight for its progress because they know they have become part of the organisation. It is important to study the midwives' profession and motivation. It is necessary to carry out a supervisory process, especially in midwives' services and care, so that midwives who have good performance can be given rewards in the form of awards, career advancement, giving gifts and giving punishment to midwives who have poor performance. Also, provide wider opportunities for midwives to continue to develop and have more opportunities for promotion, improve hospital working conditions so that midwives feel safe and comfortable at work, and increases support from superiors, especially for the progress and success of midwives.

6. Conclusions

In conclusion, this study identified that most respondents have good motivation in performing Midwives services, as many as 24 respondents (71%). More than half of the respondents have a good commitment to providing Midwives services, as many as 18 (53%). Most respondents have good performance, as many as 27 (79.4%). There is a relationship between the motivation and performance of midwives with a p -value = 0.000. There is a relationship between commitment and performance of midwives with a p -value = 0.001. In order to facilitate employees to engage more in their job and organisation, based on the literature on motivation and commitment, more factors greatly impact Midwives' performance rather than just these three. Therefore, what we should do next is to find out more factors in midwives' performance besides what has been investigated in this paper

Author Contributions: Conceptualization, D.L.N.A. and A.D.A.; methodology, D.L.N.A.; software, D.L.N.A.; validation, D.L.N.A., A.D.A., A.E.R., C.W., I.I., and M.K.; formal analysis, D.L.N.A. and A.D.A.; investigation, D.L.N.A. and A.D.A.; resources, D.L.N.A.; data curation, D.L.N.A., A.D.A., A.E.R., C.W., I.I., and M.K.; writing—original draft preparation, D.L.N.A.; writing—review and editing, D.L.N.A., A.D.A., A.E.R., C.W., I.I., and M.K.; visualization, I.I.; supervision, A.E.R., C.W., I.I., and M.K.; project administration, D.L.N.A.; funding acquisition, D.L.N.A. All authors have read and agreed to the published version of the manuscript.

Funding: This research received no external funding.

Institutional Review Board Statement: Not applicable.

Informed Consent Statement: Informed consent was obtained from all subjects involved in the study.

Data Availability Statement: Not applicable.

Acknowledgments: The author would like to thank Universitas Batam, Indonesia for supporting this research and publication. We would also like to thank the reviewers for their constructive comments and suggestions.

Conflicts of Interest: The authors declare no conflict of interest.

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