



© Copyright Kemala Publisher  
All rights reserved

Science, Engineering and Social Science Series  
ISSN/e-ISSN: 2541 – 0369/2613 – 988X  
DOI: 10.51971/joma.v5n3.13092021  
Vol. 5, No. 3, 2021, Printed in the Indonesia

# Improving Retention of Healthcare Workers At Service Industry Through to Compensation Strategies

Maratu Solihah<sup>1,\*</sup>, Ratna Indrawati<sup>1</sup>, Hasyim<sup>1</sup>

<sup>1</sup>Department of Hospital Administration, Esa Unggul University, Kebon Jeruk, 11510, Jakarta, Indonesia

Low retention of healthcare workers may have a negative impact on the service industry's performance and effectiveness. There are several major factors which caused to low retention of healthcare workers including, compensation provided by industry that does not meet employee expectations, and there is no stipulated compensation for overtime work in the form of incentives or bonuses. In addition, the organizational commitment to the healthcare workers is still considered low, due to the service industry's operations which have only been running for one year. This study intended to provide empirical evidence of the impact of compensation and motivation on retention of healthcare workers mediated by organizational commitment. The quantitative methods with the type of causality study are used in this study. The data for this study were obtained from the primary data. All healthcare employees with a service time of more than one year were included in the individual analysis. Path analysis was used to analyse the data obtained in this study. The results of the study indicated that compensation, motivation and organizational commitment simultaneously had a positive and significant effect on the retention of healthcare workers with organizational commitment as an intervening variable. Furthermore, compensation and motivation partially had a positive and significant effect on organizational commitment. Moreover, compensation, motivation and organizational commitment contributed to a positive and significant effect on the retention of healthcare workers. Findings of the study indicated that the direct effect of compensation and motivation on the retention of healthcare workers was greater than that mediated by organizational commitment.

**Keywords:** Compensation, Motivation, Organizational Commitment, and Retention of Health Workers.

## 1. INTRODUCTION

Human resource is defined as one of the crucial factors in the service industry. Since the service industry refers to institutions that provide any maintenance services, which is primarily concerned with the production of intangibles activity to fulfill requires of consumers. Human resource contributes a vital role in managing all activities carried out in the service industry. Therefore, the good programs and strategies for retaining quality employees are highly required to be developed by management. To reduce employee turnover, the company is required to able of reducing employee turnover intention and getting employees to stay longer with the company [1]. Employee retention has become the lead concern of nearly every industry, because employee turnover is considered costly and disruptive to the organization, team and clients. According to a report compiled by Nursing Organization in Indonesia in 2018, the current turnover -

rate in the service industry is amounted to 16.2% with an average cost of turnover ranging from \$38,900 to \$59,700, which leads to an average service industry cost of 5.13 million to 7.86 million/year. Therefore, employee retention strategies are worthy of serious consideration. Referring to a similar report, about 85.7% of service industries identify employee retention as a major strategic imperative, but only 43.4% have a formal retention strategy. In addition, the Leader for Today survey indicated that 37% of healthcare professionals intend to leave their current service industry within the next two years, and 68.6% plan to leave within five years, reinforcing the seriousness of the continuing problem. Here, the employee compensation thought to have the ability to moderate the link between employee participation and retention. Retention strategies which aim to retain employees through specific policies that encourage them to stay with the organization for a longer

\*Email Address: maratusolihah@yahoo.com

period of time. Based on observations, the strategies in the form of career aspirations, autonomy, delegation, involvement, cooperation and a supportive work environment are considered to be key factors in employee retention. Moreover, managerial consultation, delegation, and encouragement are widely recognized as variables that may contribute to an influence on employee performance and employee retention [2]. In that regard, employee engagement is widely recognized as a significant component of an organization's structure for achieving good employee impressions and increasing efficiency and staff retention.

Regarding to the study variables, the results of the pre-survey showed that the retention of healthcare workers was amounted to 80% due to the involvement of their families who also work at X service industry in Serang, Banten. In addition, almost 47.5% of healthcare workers remained in the organization, because they were unable find jobs in other service industry. Based on the interview's result, the consideration of healthcare workers to continue working at the X service industry in Serang, Banten was influenced by a comfortable and family atmosphere. In organizational commitment, 80% of healthcare workers provided a lot of disagreement with company regulations and policies which are considered to be potential contributing disadvantages for healthcare workers. In terms of compensation, 95% of healthcare workers stated that there was no compensation for overtime work and the compensation provided by the organization was not in accordance with the expectations of employees, about 82.5% of healthcare workers identified compensation as a significant factor in the retention process carried out by the X service industry in Serang, Banten, Indonesia.

In terms of motivation, it can be divided into two different types: extrinsic and intrinsic. Extrinsic motivation refers to motivation arising from the individual's external factors such as the work environment. for this issue, about 85% of healthcare workers indicated that the organization had provided a family work environment, and 37.5% stated that facilities and infrastructure were not provided optimally to support service industry operations. Moreover, 60% identified that unit leaders tended to intervene and not proactively providing direction at work, 65% revealed that the leaders did not contribute any encouragement to their staff in solving problems in the service industry. Meanwhile, intrinsic motivation is considered as the act of doing something driven by the individual's internal factors. The pre-survey results indicated that 67.5% of healthcare for

workers retained their employment due to expectations of being appointed as civil servants.

## 2. METHODOLOGY

According to Mathis & Jackson, employee retention refers to the ability of a company to retain its employees in the organization, which is intended to achieve maximum organizational targets [3]. Employee retention is intended for employees to remain employed over a longer period of time in their company. This is certainly caused by companies that have invested both time and money in the recruitment process of employees. According to Meyer and Allen, commitment is defined as a strong individual acceptance of the goals and values of the organization, and its considered to level of enthusiasm created by an employee towards the tasks assigned at the workplace. It also the desire of employees to remain employed in the organization [4]. The indicators used consist of affective commitment, normative commitment, and on-going commitment. Here, the compensation is the payments that received by employees in return for their work, including hourly wages or periodic salaries. In this matter, employee compensation is usually designed and managed by the personnel [5]. Compensation can directly divide into direct compensation such as salaries, incentives and bonuses. Meanwhile, indirect compensation includes all financial benefits that are not included in direct compensation, such as awards.

Thus, work motivation can be interpreted as encouragement and enthusiasm that an employee brings to the organization in carrying out his/her duties, which can be assessed from self-development, recognition of work results, rewards, recognition of existence, collaboration, compliance and relationships with superiors [6]. Previous study conducted by Kigathi Patric Nguni, indicated that leadership style certainly affects healthcare worker retention in the Kenya National Service Industry. Remuneration for healthcare workers also definitely affects their retention. The training provided also contributes to the impact on healthcare workers retention. In addition, promotion is also recognized as a crucial factor in influencing the retention of healthcare workers in the Kenya National Service Industry. Fair remuneration has also been successfully recommended to increase the motivation and stability of healthcare workers. The training process is recommended to increase the skills and knowledge of healthcare workers as an intrinsic motivation. The promotion and training policies established by the organization must be followed by employees to create a sense of organizational justice among healthcare workers [7].

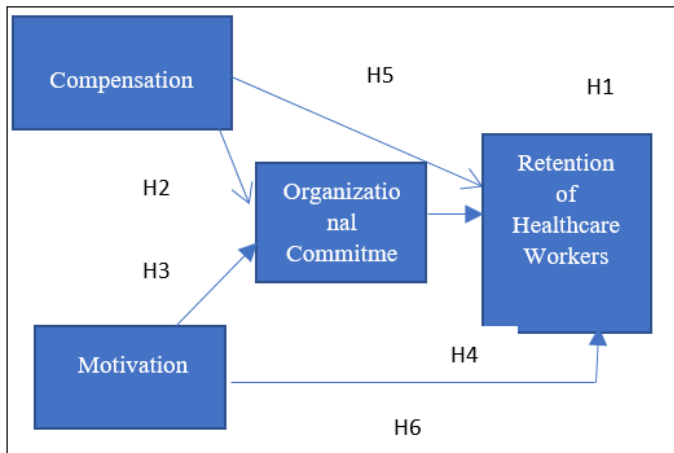


Figure 1. Conceptual Research Model

- H<sub>1</sub>:** *There is an effect of compensation, motivation and organizational commitment on retention of healthcare workers*
- H<sub>2</sub>:** *There is an effect of compensation on organizational commitment*
- H<sub>3</sub>:** *There is an effect of motivation on organizational commitment*
- H<sub>4</sub>:** *There is an effect of organizational commitment on retention of healthcare workers*
- H<sub>5</sub>:** *There is an effect of compensation on retention of healthcare workers*
- H<sub>6</sub>:** *There is an effect of motivation on retention of healthcare workers*

In this study, we used a quantitative approach, carried out from October to November 2020. The population involved in this study were all healthcare workers with a work period of more than one year at X Hospital in Serang, Banten with a total of 67 respondents. The number of samples in this study was determined by means of a purposive non-probability sampling technique with exclusion criteria. In this study, samples excluded from the respondent group were healthcare workers with a work period of less than one year. The instrument used in this study consisted of a questionnaire with a Likert scale. Validity test of this study was done by utilizing Pearson Product Moment Correlation. A variable is declared valid if the value of  $r_{count} > r_{table}$ . The results of the reliability test using the Cronbach Alpha ( $\alpha$ ) test  $> 0.6$ , showed that the variables of compensation, motivation, organizational commitment and retention of health care workers were all considered reliable. Subsequently, the data in this study were analyzed by using statistical software.

**3. RESULT AND DISCUSSION**

**A. The results of descriptive analysis**

In this study, around 67 respondents were interviewed which is the number of female respondents was greater than male respondents with the percentage of female respondents amounting to 48 people (72%) and male respondents amounting to 19 people (28%). Respondents aged 20-30 years were amounted to 49 people (69%). Furthermore, 35 (52%) respondents indicated having an associate degree. Unit quality of care varied by unit types, specifically 43% of the nurse work unit, 30% of the midwife work unit and 27% of the doctor work unit. The results of the description in regards to respondents' answers about attitudes in behavior are shown in the behavior matrix (see Table 1).

Table I. Matrix of Respondents' Responses

No.	Variables	The Position of the Respondent's Response			Behavior
		Low	Medium	High	
1	Compensation	*			Disloyal
2	Motivation			*	Uplifting
3	Organizational Commitment		*		Dedicated
4	Retention		*		Enduring

From table 1 above, it is indicated that the compensation provided by the X service industry in Serang, Banten was considered unable to increase employee loyalty, but higher motivation was considered capable of leading to higher morale of employees. In addition, healthcare workers were found to be more dedicated to organizational commitment.

**B. Hypothesis Testing**

Referring to 67 respondents' answers, all samples could be processed by using statistical software (see Figure 2).

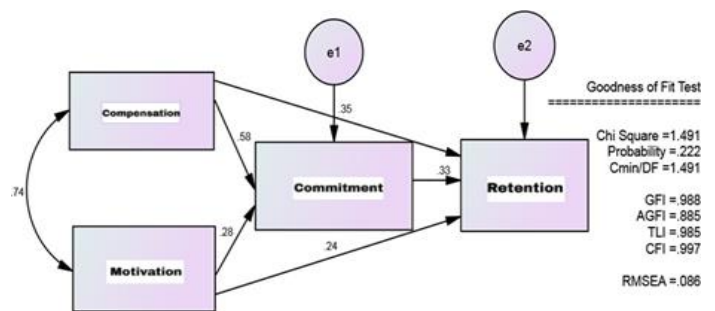


Figure 2. Smart PLS Software

**C. Normality Test**

The normality test is used to determine whether the path analysis model, the dependent variable, the independent variable or both are well modeled by a normal or abnormal distribution. Multivariate normality can be detected by the value of cr kurtosis in the last row which is greater than ± 2.58. Table 2 show that the cr value in the last row kurtosis was amounted to 1.392 (see Table II)

Table II. Normality Test Data

Variable	Min	Max	Skew	Cr	Kurtosis	Cr
Compensation	1.200	3.600	.448	1.496	-.051	-.086
Motivation	2.083	4.833	-.677	-2.262	-.249	-.416
Commitment	2,625	4,375	-.409	-1.366	-1.362	-2.275
Retention	2.273	4.545	.236	.790	-.953	-1.592
Multivariate					2,357	<b>1,392</b>

Source: results of data analysis on AMOS-path analysis

**D. Multicollinearity test**

This test was carried out by evaluating the determinant of the covariance matrix. If the values are relatively small, then the multicollinearity is definitely found. In this study, the determinant value of the covariance matrix was amounted to 0.001 (the result was positive and greater than 0.000), which indicates that there was no multicollinearity.

**E. Partial test**

The effect of compensation and motivation on organizational commitment, the effect of organizational commitment on retention of healthcare workers and the effect of compensation and motivation on retention of healthcare workers (see Table III).

Table III. Hypothesis Testing Regression Weight (Group number 1 – Default model)

Variable	→	Variable	Estimate	S.E.	C.R.	P	Information
Compensation	→	Organizational Commitment	0,559	,102	5,485	***	(H2) Accepted
		Organizational Commitment	0,281	,107	2,635	0,008	(H3) Accepted
Organizational Commitment	→	Retention	0,342	,117	2,921	0,003	(H4) Accepted
Compensation	→	Retention	0,344	,117	2,942	0,003	(H5) Accepted
Motivation	→	Retention	0,243	,107	2,286	0,022	(H6) Accepted

The effect of compensation and motivation on retention of healthcare workers with organizational commitment as an intervening variable. The measurement model test was utilized to examine the relationship between indicators and latent variables. Structural model testing combined with this measurement allowed to test measurement errors as an integral part of statistical software and to perform factor analysis along with hypothesis testing. The results

showed that there was an effect provided by compensation, motivation and organizational commitment on retention of healthcare workers. The estimated value obtained from the variables of compensation, motivation and organizational commitment to the retention of healthcare workers was amounted to 0.712. This indicates that the compensation, motivation and organizational commitment variables affected the retention of healthcare workers by 71.2%, while the remaining 28.8% was influenced by other variables outside this study, including work environment and employee loyalty.

In term of the descriptive analysis of respondents by using the three-box method, the highest index value was found in the RET14 of the employee relationship indicator, specifically in the statement: “I believe that healthcare workers have a very good and close relationship with the company” with an index value of 54.4. The lowest index value was found in the RET7 of the award indicator, particularly in the statement of “Awards received are in the form of praise and competitive bonuses and allowances from the service industry” with an index value of 29.6. Regarding to this statement, about 73.13% of employees disagreed with the reward system established in the service industry. The system of assignment and job design, as well as the relationship between healthcare workers in the service industry had been created properly, but the career opportunity system developed by service industry management did not necessarily correspond to the expectations of healthcare workers. In the award indicator, another low index value was found in the amount of 31, particularly in the RET10 statement: “The Company provides incentives in accordance with the work performance of healthcare workers”, and there were 71.6% of employees who disagreed with this statement. In the career opportunity indicator, the index value of 32.6 falls into the medium category. Regarding to this issue, there were 55.2% of employees who disagreed with the RET5 statement: “I have the opportunity to get a promotion”. In RET6, specifically in the statement: “My manager provides regular guidance programs to improve the abilities and experience of his subordinates” with an index value of 33, there were 59.7% of employees who disagreed with the statement. These results indicated that retention of healthcare workers was still considered low, because healthcare workers could easily move to other service industries that offer jobs with better specifications. Employee retention is identified as a way of enticing employees to stay working in the company. Any activity in a company can basically not be separated from the employees. The varying behavior of employees is certainly encountered in the company. Employees are considered as the most valuable asset in a company.



Employee retention is recognized as the ability of a company to retain its employees in the organization, which is intended to achieve maximum organizational targets [8]. The effect of compensation on organizational commitment based on the statistical result, it was found that there was no effect of compensation on organizational commitment. Based on the coefficient of determination ( $R^2$ ) test, the estimated value obtained from the compensation variable on organizational commitment was amounted to 0.559 with a P-value  $< 0.05$ . This result indicates that the compensation variable affected the organizational commitment.

Having regard to the descriptive analysis of respondents by using the three-box method, the highest index value was found in the KOM9 of the award indicator, specifically in the statement: "Service industry provides awards in the form of training outside the service industry to improve competence and skills of the employees". The lowest index value was found in the KOM2 of the salary indicator, specifically in the statement: "The salary I receive is in accordance with the Regional Minimum Wage (hereinafter referred to as UMR)" which was amounted to 21.6. The compensation provided by the service industry had not met the expectations of healthcare workers, particularly on wages, where 95.5% of healthcare workers stated that they did not agree if the salary was in accordance with the *Regional Minimum Wage* (UMR). Based on the descriptive analysis of respondents on the compensation variable, another low index value was found in the KOM1 of the salary indicator, specifically in the statement: "The salary I received is able to meet my needs" with an index value of 22. Regarding to this statement, there were 94.02% of healthcare workers who disagreed with the statement. In the KOM6 of the bonus indicator, specifically in the statement: "The service industry routinely provides bonuses every year" with an index value of 22.4, there were 94.02% of healthcare workers who disagreed with the statement. In the KOM7, specifically in the statement: "Bonuses given by the company are in accordance with my expectations" with an index value of 22.8, there were 94% of healthcare workers who disagreed with the statement. These results indicate that healthcare workers mostly believed that the service industry did not provide compensation for the performance provided by healthcare workers, either the compensation in the form of salaries or bonuses. Compensation is commonly recognized as one of the most important reasons that encourage employees to stay and develop a career in a company. One of the objectives of compensation is to increase work productivity, where -

the provision of better compensation will definitely encourage employees to work productively.

#### **a) The effect of motivation on organizational commitment**

The results of statistical testing at the estimated value indicated that motivation contributed a positive and significant effect on career development. Based on the estimated value, motivation provided an influence of 28.1% on organizational commitment, and the remaining 71.9% was influenced by other variables outside the study. Regarding to the descriptive analysis of respondents by using the three-box method, the highest index value of 61.4 was found in the MOT16 of respect indicator, specifically in the statement: "All staff in the unit is highly required to perform their job properly by demonstrating mutual respect to create a good working system". The lowest index value was found in the MOT4 of the achievement indicator, specifically in the statement: "The hospital gives awards (additional bonus) to outstanding healthcare workers" with an index value of 29.4. Healthcare workers believed that the relationship between units and staff in the service industry was well established, particularly an attitude of mutual respect to perform their jobs smoothly.

In the motivation variable, descriptive analysis showed that the low index value was found in the indicator of authority. Healthcare workers in the MOT8 with an index value of 40.2, specifically in the statement: "I have the authority to determine the task of others." were more likely to disagree (91%). This indicates that other healthcare workers believed that the management of the X service industry in Serang, Banten did not significantly provide authority in the work of employees. In MOT10, with an index value of 47.2, specifically in the statement: "Healthcare workers are given the opportunity to convey ideas in service industry meetings", there were 29.8% of healthcare workers who suggested not being given the opportunity to speak at open forums in the service industry. This means that healthcare workers had a high level of motivation in working in the X service industry in Serang, Banten, but the authority had not been fully given to healthcare workers, either in authority to other colleagues or in expressing ideas. Work motivation is identified as an action that stimulates employees to take action, which will lead to the achievement of several goals or to meet certain psychological needs of employees [9]. Commitment is defined as a psychological state that connects the individual with the organization [10]. Employee commitment is defined as an employee's efforts to achieve organizational goals [11].

### ***b) The effect of organizational commitment on retention of healthcare workers***

The results of statistical testing showed that organizational commitment had a positive and significant effect on retention of healthcare workers. Regarding to the estimated value, the effect of organizational commitment on healthcare workers retention was amounted to 34.2%, and the remaining 65.8% was influenced by other variables. Based on these results, it indicates that the stronger the organizational commitment, the higher the retention rate for healthcare workers. In regard to the estimated and indirect test values, the effect of organizational commitment on the retention of healthcare workers had the greatest value compared to the effect provided by compensation and motivation. Therefore, it can be concluded that organizational commitment is an intermediary factor between motivation and retention of healthcare workers.

The results of the above conclusions are supported by Maslow's theory of needs which states that people are motivated to fulfill basic needs before moving on to other, more advanced needs. Based on the theory put forward by Abraham Maslow, particularly on the concept of Maslow's hierarchy of needs, meeting needs is certainly driven by motivation. In this specific matter, motivation is considered as deficiency growth and motivation growth. There are five levels of needs stated by Maslow's theory of needs, including physiological needs, security, social, appreciation and self-actualization. The five needs are arranged in Maslow's theory of needs in stages from the most basic (physiological/physical) to the highest (self-actualization). Regarding to descriptive analysis, the highest index value was found in the KO7 of the normative commitment indicator, specifically in the statement: "I was taught to believe that a person must be loyal to his organization" with an index value of 59.8. The lowest index value was found in the KO4 of the affective commitment indicator with an index value of 34.6, specifically in the statement: "I find it difficult to be tied to other service industries, except the service industry that I work for". Regarding to this matter, there were 89.5% of employees who disagreed with the statement. The low index value was found in the KO5 of the normative indicator, particularly in the statement: "If I am offered a better job elsewhere, then I will not leave this service industry", with an index value of 39.4. In this statement, there were 43.2% of healthcare workers who disagreed. Another statement with a low index value was found in the KO1 of the affective indicator, specifically in the statement: "I feel happy to spend my career in this service industry" with an index value of 46.2. Regarding to this, there were 53.73% of healthcare workers who disagreed with the statement. This indicates that there

were still healthcare workers who believed that if they get the opportunity to work in other industries that are significantly better, then they will leave their current industry.

To foster commitment, the company is expected to establish good relationships with one another and be able to provide continuity of training to each employee, where employees will subsequently feel cared for and appreciated for their abilities, so that they are able to maintain a strong desire to remain part of the company.

### ***c) The effect of compensation on retention of healthcare workers***

For the result of compensation had a positive and significant effect on retention of healthcare workers. Based on the estimated value, the effect of compensation on the retention of healthcare workers was amounted to 34.4%, and the remaining 65.6% was influenced by other variables. The direct effect of compensation on healthcare workers retention was amounted to 0.350, whereas if it was mediated by organizational commitment, the value was amounted to 0.195 (PL > PTL; 0.350 > 0.195). It can be stated that compensation could increase the retention of healthcare workers without having to be mediated by organizational commitment. Based on these results, it can be concluded that compensation contributes to the effect on retention of healthcare workers. Compensation is recognized as a way for companies to improve the quality of their employees for company growth. Every company has a different compensation system according to its vision, mission and objectives.

Based on the descriptive analysis of respondents by using the three-box method on the compensation variable, another low index value was found in the KOM4 of the incentive indicator with an index value of 23.6, particularly for the statement: "The incentives I receive are in accordance with my performance". Regarding to this, there were 67.16% of healthcare workers who disagreed with the statement. In the KOM10 of the award indicator, specifically in the statement: "If I have a good performance, the service industry provides an opportunity to continue my education at costs borne by the service industry" with an index value of 30.8, there were 92.53% of healthcare workers who disagreed with the statement. This shows that almost all healthcare workers believed that the incentives and rewards provided by the service industry were not in line with their expectations. According to William B. Weather and Keith Davis, compensation is regarded as the payments received by employees in return for their work, including hourly wages or periodic salaries. In this matter, employee compensation is usually designed and managed by the personnel department.

#### ***d) The effect of motivation on retention of healthcare workers***

Based on the statistical result, motivation did not provide an effect on retention of healthcare workers. The direct effect of motivation on retention of healthcare workers was amounted to 0.237, whereas if it was mediated by organizational commitment, the value was amounted to 0.094 (PL > PTL; 0.237 < 0.094). Referring to this issue, it can be stated that motivation could be increasing the retention of healthcare workers without having to be mediated by organizational commitment. Based on the descriptive analysis of respondents by using the three-box method, the low index value of 50.4 with the high category was found in the MOT7, specifically in the statement: "I contribute a positive influence in carrying out my work". Regarding to this statement, there were 26.8% of healthcare workers who disagreed with the statement. In the MOT6 of the responsibility indicator with an index value of 57.2, specifically in the statement: "I am able to encourage my colleagues or subordinates to complete their tasks", there were 26.8% of healthcare workers who disagreed with the statement. Based on the results of the descriptive analysis above, it can be stated that healthcare workers believed that the service industry did not support every employee's effort to achieve the goals of the service industry. Moreover, the work culture to carry out standard operating procedures had not been carried out by all healthcare workers.

#### **4. CONCLUSIONS**

The findings in this study indicated that compensation and motivation could directly increase the retention of healthcare workers without having to be influenced by organizational commitment. Other findings also indicated that compensation had the greatest effect on increasing retention of healthcare workers compared to the effect provided by motivation and organizational commitment.

This study had been conducted in scientific procedures. However, some limitations were still encountered in this study, especially: Healthcare workers as respondents of this study who have worked in the X service industry in Serang, Banten for approximately one year of service, thus employee commitment to the service industry is still tends to be low. The object of this study was only focused on healthcare workers, while the number of non-medical workers exceeds the number of existing healthcare workers. Consequently, the objects involved in this study were still inadequate to describe the real situation. Here, the compensation, motivation and organizational commitment simultaneously contributed to a positive and significant impact on retention of healthcare workers. Compensation and motivation provided a positive and significant influence on organizational commitment and retention of healthcare workers. Therefore, a specific strategy is highly required

to increase the retention of healthcare workers, specifically by developing their commitment and work motivation, which subsequently able to strengthen the commitment of healthcare workers to the hospital. After hypothesis testing had been successfully carried out, and theoretical implications were successfully raised, several managerial implications that can be developed are as follows: (1) In the compensation variable (indicators of salary, incentives, allowances, and rewards), the personnel department needs to design and manage employee compensation. Improvement of the wage structure and administration of wages should be adjusted to the capabilities and budgets provided by the Budget Execution Document in Indonesian Police Force (or known as DIPA POLRI). The provision of non-salary benefits, such as necessities or for other living needs may also be given to health workers to help meet the shortage of health workers' need. In addition to improvements in the structure and administration of wages, remuneration must also certainly be provided. Remuneration for healthcare workers includes in the components of salaries, allowances, incentives, bonuses or achievements, severance pay, pensions and/or fees, in accordance with the regulations of the health profession workforce.

The provision of remuneration refers to the Regulation of the Minister of Health of the Republic of Indonesia No. 18/2014 concerning Guidelines for the Preparation of a Health Center Employee Remuneration System within the Directorate General of Health Efforts at the Ministry of Health that Implement Financial Management Patterns for Public Service Bodies. Remuneration assessment indicators for healthcare workers consist of experience and years of service, skills/ knowledge /behavior, work risk, level of emergency, position and performance results/achievements. The steps in determining remuneration include efforts in the process of inventorying of all positions based on SOTK, filling out a questionnaire for all positions, analyzing and evaluating positions, determining position values, grouping positions and determining corporate grade, pay for position, pay for performance and pay for people. The basic principle of remuneration adjusted to the condition and financial capacity of each health center. By being formulated based on the principle of eligibility to specifically meet the fairness of the employee's life level. In meeting physical and social needs in the work environment and the principle of fairness including fairness in receiving remuneration, fairness for job awards, fairness for performance awards, fairness of individual rewards/individuals.

Specific policies need to be made by management by assessing the performance or credentials of healthcare workers. Performance appraisal is adjusted to the Key Performance Indicator (KPI) which functions as a measure of the success rate quantitatively in each year or

the achievement of a strategic goal on a strategic map. The assessment is carried out in the form of evaluation results on previous performance and strategies for the future. The indicators used in the KPI are compliance with standards, infection control in the service industry, achievement of medical indicators (time to report critical laboratory test results and patient deaths in the ER), accreditation, customer satisfaction, timeliness of service and finance. The quality of the commitment provided by healthcare workers is a source of competitive advantage for the service industry. Professional commitment refers to a direct commitment that will affect the performance of healthcare workers. Meanwhile, indirect commitments are usually referred to as commitments from the team which will improve coordination among healthcare workers. A work culture that is able to provide positive and significant contributions is highly required to be created. In this specific issue, work culture is identified as a bond that guides every part or work unit in the service industry to collectively improve the performance of the service industry in a better direction. A strong work culture may contribute to a positive influence on the performance of the service industry and provide greater motivation for employees and for healthcare workers. Maintaining a stable work culture requires the involvement of the leadership to provide motivation to subordinates that can be realized in the attitudes and behavior of exemplary leaders in cultivating conducive service industry environmental conditions, upholding the vision and mission and carrying it out obediently in daily tasks to motivate healthcare workers to build high loyalty to the company.

The service industry is expected to improve the current payroll system with a payroll system based on the criteria of workload, years of service, education, experience and referring to labor regulations and regional minimum wages (UMR) in the Serang, Banten region. In addition, training and skills for the competence of all healthcare workers need to be provided by the industry including Infection Control and Prevention training, Basic Training Cardiac Live Support (BTCLS), Emergency Nursing Care for nurses, lactation training, Comprehensive Emergency Obstetric and Neonatal Care (or known as PONEK) and Basic Emergency Obstetrics and Neonatal Care (or known as PONEK) as well as early pregnancy and postpartum exercise for midwives and Infection Prevention Control Doctor (IPCD) training, Basic Training Cardiac Live Support (BTCLS), Emergency First Aid (PPGD) for medical personnel. Managers or unit leaders are expected to be a motivator for every staff who is always able to provide encouragement and direction to healthcare workers in every job that is carried out. Increased commitment of healthcare workers should be implemented by taking into account the welfare of

healthcare workers, both physical and psychological well-being, including support from leaders, thus healthcare workers can proactively actualize all their potential. Moreover, management of healthcare workers should be focused on the public career/career development unit to provide appropriate stimulus such as promotion to positions for outstanding healthcare workers, such as promotion to become unit head for staff who have good work performance supported by increased competence in accordance with the promoted position, these efforts may be made to avoid a high turnover rate.

**Acknowledgment** - The authors would like to express their highest appreciation and thanks to Dr. dr. Ratna Indrawati, MKes., CIONR., DK and Dr. Hasyim, S.E., M.M., M.Ed as mentors and Dr. Rokiah Kusumapradja, SKM., MHA. as Head of Hospital Administration Masters Study Program at Esa Unggul University of Jakarta, who has provided support, assistance and motivation since the lecture period began until the thesis writing process was completed.

## References

- [1]. Agwu, M. (2014). Perception Survey of Employees Participation in Decision Making and Organizational Productivity in Julius Berger Nigeria PLC Bonny Island. *British Journal of Economics, Management & Trade*, 4(4), 620–637. <https://doi.org/10.9734/bjemt/2014/5938>
- [2]. George, L., & Sabapathy, T. (2011). Work Motivation of Teachers : Relationship with Organizational Commitment. *Canadian Social Science*, 7(1), 90–99. <https://www.eaglesflight.com/blog/5-effective-employee-retention-strategies-in-healthcare>.
- [3]. Hytter, A. (2008). Dark side leaders, work environment and employee health. Retrieved from Växjö University. Studies in Leadership, Entrepreneurship, and Organization Website: *Hvxu. Se/Ehv/Forskning/Hofreseminarier/2008/080514%20DarkSide%20Final%20version. Pdf*.
- [4]. Khalid, K., & Nawab, S. (2018). Employee Participation and Employee Retention in View of Compensation. *SAGE Open*, 8(4). <https://doi.org/10.1177/2158244018810067>
- [5]. Kreitner, R., & Kinicki, A. (2008). *organizational behavior* (eighth; J. Weimeister, Ed.). new york: paul ducham.
- [6]. Kyndt, E., Dochy, F., Michielsens, M., & Moeyaert, B. (2009). Employee retention: Organisational and personal perspectives. *Vocations and Learning*, 2(3), 195–215. <https://doi.org/10.1007/s12186-009-9024-7>
- [7]. Mathis, R. L., & Jackson, J. H. (2006). *Human resource management: Manajemen sumber daya manusia. Terjemahan Dian Angelia*. Jakarta: Salemba Empat.
- [8]. McClelland, D. C. (1987). *Human motivation*. CUP Archive.
- [9]. Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace : theory, research, and application*. Sage Publications.
- [10]. Miner, J. B., & Crane, D. P. (1995). *Human Resource Management: the strategic perspective*. Prentice Hall.
- [11]. Mohsan, F., Nawaz, M. M., Khan, M. S., Shaukat, Z., & Aslam, N. (2011). Are employee motivation, commitment and job involvement inter-related: Evidence from banking sector of Pakistan. *International Journal of Business and Social Science*, 2(17), 226–233. Retrieved from [ijbssnet.com/journals/Vol\\_2\\_No\\_17/31.pdf](http://ijbssnet.com/journals/Vol_2_No_17/31.pdf)
- [12]. Moreno, J. S., Muñoz, D. R., Cardoso, S., Berga, S. C., Antón, A. E. N., & de Freitas, P. J. P. (2011). A Non-invasive thermal drift compensation technique applied to a spin-valve Magnetoresistive current sensor. *Sensors*, 11(3), 2447–2458. <https://doi.org/10.3390/s110302447>.
- [13]. Ngre, P., & Waiganjo, E. (2017). Factors Influencing Retention of Health Workers in the Public Health Sector in Kenya: a Case Study of Kenyatta National Hospital. *International Journal of Scientific and Research Publications*, 7(5), 818. Retrieved from [www.ijsrp.org](http://www.ijsrp.org)
- [14]. Werther, W. B., & Davis, K. (1989). *Human resources and personnel management*. Harper San Francisco.

Received: 14 July 2021, Accepted: 13 September 2021