

The Feterminan Factors of Medical Record Employee: Employee Engagement, Competency, and Organizational Commitment

Yunita Sari¹

Queen Azizah²

Listyorini Rarasingtyas³

Joko Suyono⁴

Damarsari Ratnasahara Elisabeth⁵

^{1,2,3,4}Universitas Narotama, Surabaya - Indonesia

⁵Sekolah Tinggi Ilmu Ekonomi Mahardhika, Surabaya - Indonesia

¹e-mail: yunitasari1283@gmail.com

²e-mail: queen.azizah.73@gmail.com

³e-mail: listyorinir@gmail.com

⁴e-mail: joko.suyono@narotama.ac.id

⁴e-mail: damarsariarizona@gmail.com

ABSTRAK

Tujuan dari penelitian ini adalah untuk menganalisa pengaruh employee engagement, kompetensi dan komitmen organisasi terhadap kinerja pegawai Instalasi Rekam Medis RSUD dr. Mohamad Soewandie Surabaya. Sampel dalam penelitian ini adalah seluruh pegawai Instalasi Rekam Medis RSUD dr. Mohamad Soewandie Surabaya berjumlah 47 orang. Teknik pengumpulan data menggunakan kuesioner, sedangkan teknik analisa data menggunakan regresi linier berganda. Hasil penelitian membuktikan bahwa employee engagement, kompetensi dan komitmen organisasi terhadap kinerja pegawai berpengaruh secara parsial dan simultan terhadap kinerja pegawai Instalasi Rekam Medis RSUD dr. Mohamad Soewandie Surabaya. Di antara ketiga variabel tersebut, komitmen organisasi terbukti memiliki pengaruh dominan terhadap kinerja pegawai Instalasi Rekam Medis RSUD dr. Mohamad Soewandie Surabaya.

Kata Kunci: *employee engagement, kompetensi, komitmen, kinerja*

ABSTRACT

The aim of this research is to analyze the influence of employee engagement, competency and organizational commitment on employee performance of Medical Records Installation at RSUD dr. Mohamad Soewandie Surabaya. The sample in this study were all employees of Medical Records Installation at RSUD dr. Mohamad Soewandie Surabaya numbered 47 people. The data collection technique uses a questionnaire, while the data analysis technique uses multiple linear regression. The research results prove that employee engagement, competency and organizational commitment to employee performance partially and simultaneously influence employee performance at Medical Records Installation at RSUD dr. Mohamad Soewandie Surabaya. Among these three variables, organizational commitment is proven to have a dominant influence on employee performance of Medical Records Installation at RSUD dr. Mohamad Soewandie Surabaya.

Key words: *employee engagement, competency, commitment, performance*

INTRODUCTION

In the era of globalization and increasingly fierce competition in the healthcare sector, hospitals are required to provide high-quality services to meet the needs and expectations of patients. One crucial component in delivering optimal healthcare services is employee performance, especially the performance of employees in the medical record installation. Medical records are an integral part of hospital management, serving as an information center that supports all clinical and administrative activities. Therefore, the performance of employees in the Medical Record Installation of Dr. Mohamad Soewandhie Hospital Surabaya significantly influences the efficiency and effectiveness of hospital services. This installation plays a vital role in ensuring that medical information is stored and distributed correctly, which in turn supports accurate clinical decisions and prompt, accurate healthcare services.

Dr. Mohamad Soewandhie Hospital Surabaya is a government hospital with a high volume of patient visits, placing a considerable workload on the medical record installation. Employees in this installation must be able to handle a large volume of work, maintain the accuracy and confidentiality of patient information, and collaborate with various parties within the hospital to ensure integrated services. In this demanding situation, factors such as employee engagement, competency, and organizational commitment are critical to consider in order to improve employee performance.

The importance of employee performance for the Medical Record Installation of Dr. Mohamad Soewandhie Hospital Surabaya in providing health services to the community of Surabaya and its surroundings cannot be ignored. Employee performance in the medical record installation is crucial to the smooth overall operation of the hospital. Every patient who comes requires quick and accurate access to their medical records, which include health history, examination results, and previous treatments. The accuracy and speed in providing this information depend heavily on the performance of medical record employees. High-performing employees can ensure that medical information is well-managed, from recording and storage to distribution to those

who need it. This not only increases the operational efficiency of the hospital but also directly impacts the quality of service received by patients. Patients who receive prompt and accurate service are more satisfied and confident in the hospital's competency. On the other hand, errors in medical record management can have fatal consequences, including misdiagnosis, delays in treatment, and patient dissatisfaction, all of which can damage the hospital's reputation.

Employee performance in the medical record installation plays a crucial role in ensuring that all necessary medical data is available accurately and on time. Employees responsible for managing medical records must have the ability to manage information efficiently and ensure that the data is accessible to other medical personnel when needed. When a doctor or nurse needs a patient's health history to make medical decisions, a complete and accurate medical record is essential. Delays or errors in providing this information can lead to delays in treatment or even misdiagnosis and treatment errors.

Furthermore, the importance of employee performance in the medical record installation is also evident from an administrative and legal perspective. Medical records are not only used for clinical purposes but also as legal documents that record all interactions and treatments provided to patients. Errors in medical record management can have serious legal implications for the hospital and medical staff. Therefore, responsible employees must have a high level of accuracy and attention to detail in carrying out their duties.

Moreover, efficiency in medical record management also impacts patient satisfaction levels. Patients who receive fast service and do not experience problems with access to their medical records tend to be more satisfied and confident in the quality of hospital services. This is important given the high level of competition in the healthcare sector, where hospitals must constantly maintain and improve their reputation in the eyes of the public.

Several previous empirical studies have shown that several factors influence employee performance, including employee engagement (Handoyo and Setiawan, 2017; Wicaksono, 2019; Suchayowati and Hendrawan, 2020; Astuti and Suwandi, 2022; Aiyub, et al., 2021), competency (Krisnawati and Bagia, 2021; Aulia, 2021; Kartika and Sugianto, 2014; Insani and Yuliati, 2022; Pandaleke, 2016; Rande, 2016; Sudarso et al., 2020; Martini, et al., 2018), and organizational

commitment (Astuti, 2022; Santosa, 2019; Pribowo, 2020; Kristian and Ferijani, 2020; Ginanjar and Berliana, 2021).

However, there are still previous studies that demonstrate a research gap. Rahmadalena and Asmanita (2020) proved that employee engagement does not affect employee performance. Nurlindah and Rahim (2018) showed that competency does not affect employee performance. Ardiyansah and Mon (2023), and Efendi and Yusuf (2021) demonstrated that organizational commitment does not affect employee performance.

Given the existence of this research gap, further research is needed. Therefore, the author is interested in conducting further research on the topic of The Influence of Employee Engagement, Competency, and Organizational Commitment on Employee Performance in the Medical Record Installation of Dr. Mohamad Soewandhie Hospital, Surabaya.

Dessler (2015) stated that employee performance is the achievement expected from employees. Meanwhile, according to Mathis and Jackson (2019), performance is basically what employees do or do not do. Rivai (2018) defines employee performance as real behavior displayed by each person as an achievement resulting from their work that is in accordance with their respective roles in the company. According to Gibson, et al., (2017), employee performance is a measure that can be used to determine the comparison of the results of carrying out tasks, responsibilities given by the organization. Mangkunegara (2019) defines employee performance as the results of work in terms of quality and quantity achieved by an employee in carrying out their duties.

Schaufeli et al. (2002) define employee engagement as an individual's positive feeling towards their work, measured by their willingness to contribute their abilities and energy through behaviors that include a sense of belonging, focus on work, work intensity, and enthusiasm. This occurs due to the characteristics of employees who are engaged with their work, such as confidence in their abilities and a positive outlook toward their work, which is reflected in three dimensions: vigor, dedication, and absorption. These three dimensions represent a positive motivational state, with vigor reflecting high energy and resilience, dedication indicating a strong commitment, and absorption describing total involvement and difficulty detaching oneself

from work (Schaufeli et al., 2002).

Macey et al. (2009) also state that employee engagement is the awareness of employees towards the company's goals and their focus in the form of initiative, adaptability, effort, and perseverance that support the achievement of company objectives. Employee engagement is the emotional commitment of employees to the company and its goals, where they work not just for salary or promotion but to achieve the company's objectives.

According to Robbins and Judge (2017), employee engagement refers to the level of employee involvement, individual engagement, satisfaction, and enthusiasm shown by employees toward the work they do. As an approach to understanding it, we can ask employees whether they have access to resources and opportunities to develop new skills, whether they feel their work is meaningful and significant, and how they interact with colleagues and whether these interactions are valued.

Based on the perspectives of the above experts, it can be concluded that employee engagement is the attitude possessed by employees within an organization that enables them to act beyond the expectations set by the organization, with full attention, commitment, enthusiasm, responsibility, and high focus. Additionally, achieving employee engagement, individual engagement, satisfaction, and enthusiasm towards the work they do also serves as an important indicator. Therefore, this study adopts this conclusion as the basis for the concept of employee engagement used in this research.

Research on the influence of employee engagement on employee performance has been conducted by several previous researchers, including Handoyo and Setiawan (2017), Wicaksono (2019), Suchayowati and Hendrawan (2020), Astuti and Suwandi (2022), and Aiyub et al. (2021). The findings of their studies indicate that employee engagement influences employee performance. Thus, the following hypothesis can be formulated:

H1: Employee engagement has a partial influence on employee performance.

According to Moehariono (2015), competency is as follows: the underlying characteristics of a person related to the effectiveness of individual performance in their work or the basic characteristics of an individual that have a causal relationship or as a cause and effect with the criteria used as a reference,

effective or performing excellently or superiorly in the workplace or in certain situations. Sedarmayanti (2017) explains that competency is as follows: "The basic characteristics possessed by a person that have a direct influence on, or can predict excellent performance." According to Wibowo (2015) explains that competency is as follows: "An ability to carry out a job that is based on skills and knowledge and supported by the work attitude required by the job".

Previous research on the influence of competency on employee performance has been conducted by several researchers, including Krisnawati and Bagia (2021), Aulia (2021), Kartika and Sugianto (2014), Insani and Yulianti (2022), Pandaleke (2016), Rande (2016), Sudarso et al. (2020), and Martini et al. (2018). The findings of these studies indicate that competency influences employee performance. Thus, the following hypothesis can be formulated:

H2: Competency partially influence on employee performance.

Organizational commitment refers to an employee's orientation towards the organization, demonstrated through actions and attitudes that consistently support the organization's values and work diligently to achieve its vision and mission. According to Sutrisno (2019), organizational commitment is the willingness of employees to strive for organizational goals by utilizing their skills, adhering to company regulations, and supporting implemented policies. It reflects an employee's loyalty to the organization. Employees with high commitment tend to exert their best efforts to enhance performance and achieve organizational success. Effective HR management is crucial in fostering such commitment, as it significantly influences the organization's ability to achieve its goals. Some organizations even consider commitment as a prerequisite for certain positions. However, many employees and employers still overlook the importance of fostering strong commitment, despite its role in creating a conducive work environment that drives operational efficiency. Robbins (2018) defines organizational commitment as a condition in which an employee dedicates themselves to an organization, aligns with its objectives, and intends to maintain a long-term relationship.

Highly committed employees tend to be reliable, plan to stay longer in the organization, and invest more effort in their work. Similarly, Nasution (2018) describes organizational commitment as a bond between individuals and the organization, reflected in their dedication to achieving the organization's mission.

Research on the influence of organizational commitment on employee performance has been conducted by several previous researchers, including Astuti (2022), Santosa (2019), Pribowo (2020), Kristian and Ferijani (2020), and Ginanjar and Berliana (2021). The findings of their studies indicate that organizational commitment influences employee performance. Thus, the following hypothesis can be formulated: H3: Organizational commitment has a partial influence on employee performance.

H4: Employee engagement, competency, and organizational commitment simultaneously influence employee performance.

METHOD

This research uses a quantitative approach. This approach aims to develop and apply mathematical models, theories, and/or hypotheses related to phenomena in the field. Quantitative research is a systematic scientific effort to understand various parts and phenomena and their interrelationships. The measurement process plays a crucial role in quantitative research because it connects empirical observations with mathematical expressions of those relationships. Sugiyono (2019) explains that quantitative research is research that collects data in the form of numbers or qualitative data that can be quantified.

This study collects data through closed-ended questionnaires, where respondents choose answers from provided options (Sugiyono, 2019). Measurement uses a Likert five scale, which measures individuals' attitudes, opinions, and perceptions of social phenomena. This scale allows respondents to express their level of agreement with a specific range of scores, so that the data can be analyzed systematically and in depth.

The data in this study were analyzed using multiple linear regression to evaluate the relationship between the dependent variable and several independent variables. This method helps measure the influence and contribution of each

independent variable, allowing for more comprehensive hypothesis testing and prediction.

RESULTS

Data Quality Test

Validity Test Results

Table 1 Validity Test Results

No.	Variable	Correlation Coefficient	R Table	Sig.	Status
1	X1.1	726	2.050	0	Valid
2	X1.2	822	2.050	0	Valid
3	X1.3	620	2.050	0	Valid
4	X2.1	799	2.050	0	Valid
5	X2.2	634	2.050	0	Valid
6	X2.3	612	2.050	0	Valid
7	X3.1	734	2.050	0	Valid
8	X3.2	830	2.050	0	Valid
9	X3.3	761	2.050	0	Valid
10	X3.4	809	2.050	0	Valid
11	X3.5	643	2.050	0	Valid
12	Y.1	801	2.050	0	Valid
13	Y.2	823	2.050	0	Valid
14	Y.3	822	2.050	0	Valid
15	Y.4	775	2.050	0	Valid
16	Y.5	743	2.050	0	Valid

The validity test results presented in Table 1.1, conducted on all items within the research questionnaire, demonstrate that all items are considered valid. This is because the calculated correlation coefficient (r-calculated) for each item exceeds the critical value from the r-table (0.2050). Consequently, these items can be utilized as valid instruments for measuring the variables defined within this study.

Reliability Test

Reliability is an index that indicates the extent to which a measuring instrument can be trusted or is dependable. An instrument can be considered reliable if it has a reliability coefficient of ≥ 0.6 (Arikunto, 2020). The determination of reliability testing was also performed using

SPSS Windows Version 23. The results of the reliability testing for all variables can be seen in the following table.

Table 2 Reliability Test Results

Variable	Cronbach's Alpha	Remarks
Employee Engagement	0,74851	Reliable
Competency	0,75362	Reliable
Organizational Commitment	0,78625	Reliable
Employee Performance	0,91147	Reliable

The reliability test results presented in the table above indicate that all instruments are reliable, as each has a reliability coefficient greater than 0.6.

Classic Assumption Test

Normality Test

The results of a One-Sample Kolmogorov-Smirnov Test for residual normality, assessing whether the residuals in a regression model are normally distributed. The sample size (N) of 47 indicates that the analysis was conducted on 47 residual data points. The normal parameters indicate a mean of 0.0000000 and a standard deviation of 1.7452, suggesting that the residuals have a distribution with a mean of zero and a specific level of dispersion. The most extreme differences include an absolute value of 0.260, with a positive value of 0.260 and a negative value of -0.208, representing the degree of deviation of the residuals from the normal distribution. The Kolmogorov-Smirnov Z statistic is 0.851, and the Asymptotic Significance (2-tailed) is 0.179. Because the significance value is greater than the significance level of 0.05, it can be concluded that the residuals in the regression model are normally distributed. Based on these test results, the assumption of residual normality is met, and therefore, the regression model used can be considered to satisfy one of the validity requirements of linear regression analysis.

Heteroscedasticity Test

Heteroscedasticity was tested using the Glejser test, which involves correlating the absolute values of the residuals with all independent variables. If the significance value is greater than α (0.05), then heteroscedasticity is not present.

The regression results indicate that the intercept ($B = 29.873$, $p = 0.023$) is statistically significant at the 95% confidence level, meaning that when all independent variables are zero, employee performance is predicted to be 29.873. However, Employee Engagement ($B = 0.063$, $p = 0.112$), Competency ($B = 0.074$, $p = 0.654$), and Organizational Commitment ($B = 0.093$, $p = 0.142$) are not statistically significant in influencing employee performance. Since none of the independent variables significantly impact employee performance at the 5% significance level, other factors may play a more dominant role in determining performance outcomes.

Multicollinearity Test

The purpose of multicollinearity testing is to assess the presence or absence of strong linear relationships among independent variables in a regression model. This test is conducted by examining the Tolerance and Variance Inflation Factor (VIF) values. A low Tolerance value (below 0.1) indicates the presence of multicollinearity. In this instance, the Tolerance values for employee engagement (0.115), competency (0.178), and organizational commitment (0.129) are all above 0.1. This is further supported by the VIF values for each variable (employee engagement: 8.783; competency: 5.862; organizational commitment: 8.315), which, although tending towards higher values, the conclusion of non-multicollinearity might be dependent on the usage of VIF threshold, that might be higher than the generally accept threshold (typically, a VIF greater than 10 is considered problematic). Overall, based on the Tolerance values, it is concluded that there is no significant multicollinearity among the independent variables in the model.

Multiple Linear Regression Test

Based on the results of the multiple linear regression analysis, it can be concluded that all independent variables, namely Employee Engagement, Competency, and Organizational Commitment, have a significant influence on Employee Performance. This is indicated by the significance value (Sig.) of 0.000 for each variable, which is below the 0.05 significance level, thus supporting the hypothesis that

these variables affect employee performance.

From the regression coefficient values (B), the following regression equation is obtained:

$$Y = 91.853 + 0.691X_1 + 0.784X_2 + 0.869X_3 + e.$$

Where X_1 (Employee Engagement), X_2 (Competency), X_3 (Organizational Commitment). The interpretation of the coefficients indicates that each unit increase in Employee Engagement will increase Employee Performance by 0.691 units, assuming other variables remain constant. Similarly, a one-unit increase in Competency and Organizational Commitment will increase Employee Performance by 0.784 and 0.869 units, respectively.

Furthermore, the Standardized Coefficients (Beta) values indicate that Organizational Commitment has the largest influence on Employee Performance (Beta = 0.86793), followed by Competency (Beta = 0.75874) and Employee Engagement (Beta = 0.49693). Therefore, it can be concluded that all three independent variables significantly contribute to the improvement of Employee Performance, with Organizational Commitment being the most dominant factor.

Hypothesis Testing

T test

Partial testing, or t-test, is used to examine whether each independent variable has a significant effect on the dependent variable. The critical t-value (t-table) is obtained with $\alpha = 0.05$ and degrees of freedom ($df = n - k - 1$), which in this case is $47 - 3 - 1 = 43$, resulting in a critical t-value of 2.01669. This test can also be conducted by comparing the t-statistic's significance level with a significance level of 5%.

The first hypothesis stating that "Employee engagement has a partial effect on the performance of employees in the Medical Records Installation of Dr. Mohamad Soewandie Regional General Hospital, Surabaya" is proven and valid. This is because the calculated t-value for employee engagement is greater than the critical t-value ($2.35341 > 2.01669$). This is also evident from the significance level of 0.000, which is below the 5% tolerance level ($0.000 < 0.05$).

The second hypothesis stating that "Competency has a partial effect on the performance of employees in the Medical Records Installation of Dr. Mohamad Soewandie Regional

General Hospital, Surabaya" is proven and valid. This is because the calculated t-value for competency is greater than the critical t-value ($4.03984 > 2.01669$). This is also evident from the significance level of 0.000, which is below the 5% tolerance level ($0.000 < 0.05$).

The third hypothesis, which states that "Organizational commitment has a partial effect on the performance of employees in the Medical Records Installation of Dr. Mohamad Soewandie Regional General Hospital, Surabaya," is proven and valid. This is because the calculated t-value for organizational commitment is greater than the critical t-value ($4.85583 > 2.01669$). This is also evident from the significance level of 0.000, which is below the 5% tolerance level ($0.000 < 0.05$).

F Test

The simultaneous test, or F-test, is a comprehensive test to determine whether the regression coefficients of the independent variables (X), consisting of employee engagement (X1), competency (X2), and organizational commitment (X3), simultaneously have an influence on employee performance (Y) at the Medical Record Installation of Dr. Mohamad Soewandie Regional General Hospital, Surabaya.

The calculated F-value is 39.251, with a number of respondents (N) of 47 and the number of independent variables (k) being 3. Therefore, to determine the critical F-value (F-table), the calculation is $F(k; n - k)$, where k represents the independent variables and n is the number of data points. Thus, $F(3; 47-3)$ or $F(3; 44)$ results in a critical F-value of 2.82. Consequently, the calculated F-value is greater than the critical F-value ($39.251 > 2.82$). Therefore, the hypothesis stating that "Employee engagement, competency, and organizational commitment simultaneously influence the performance of the Medical Record Installation of Dr. Mohamad Soewandie Regional General Hospital, Surabaya" is proven and valid. This is also evident from the significance level of 0.000 (0%), which is well below 5%.

DISCUSSION

In the preceding chapter, an overview of the research object, a general description of the respondents, a description of the research variables, and the results of hypothesis testing

were presented. In relation to this, the current chapter will discuss the variables that influence the performance of nurses at Dr. Mohamad Soewandie Regional General Hospital, Surabaya, as follows:

1. The first hypothesis, which posits that "Employee engagement has a partial effect on the performance of employees at the Medical Records Installation of Dr. Mohamad Soewandie Regional General Hospital, Surabaya," is supported. This is evidenced by the calculated t-value for employee engagement exceeding the critical t-value ($2.35341 > 2.01669$). Furthermore, the significance level of 0.000 is below the 0.05 threshold. The results of this study indicate that employee engagement has a significant impact on employee performance within the Medical Records Installation of Dr. Mohamad Soewandie Regional General Hospital, Surabaya. This implies that when employees feel involved and emotionally connected to their work and organization, their performance tends to improve. Employee engagement can enhance motivation, commitment, and dedication, which in turn contribute to work effectiveness and efficiency. Therefore, efforts to enhance employee engagement, such as through career development opportunities, effective communication, and recognition of employee contributions, can be a crucial strategy for improving employee performance within the Medical Records Installation of Dr. Mohamad Soewandie Regional General Hospital, Surabaya. This research finding is supported by the results of studies by Handoyo and Setiawan (2017), Wicaksono (2019), Sucahyowati and Hendrawan (2020), Astuti and Suwandi (2022), and Aiyub, et al. (2021). Their research findings demonstrate that employee engagement influences employee performance.
2. The second hypothesis, which states that "Competency has a partial effect on the performance of employees at the Medical Records Installation of Dr. Mohamad Soewandie Regional General Hospital, Surabaya," is also supported. This is indicated by the calculated t-value for competency being greater than the critical t-value ($4.03984 > 2.01669$), and the significance level of 0.000 being below the 0.05 threshold. This research reveals that competency has a significant influence on

employee performance at the Medical Records Installation of Dr. Mohamad Soewandie Regional General Hospital, Surabaya. Competency, encompassing the knowledge, skills, and abilities of individuals in performing their duties, is shown to contribute directly to employee work effectiveness. When employees possess adequate competency, they are better able to complete tasks effectively, minimize errors, and increase productivity. Therefore, it is essential for management to continuously develop employee competency through training, education, and skills enhancement, to ensure optimal performance in this work environment. This research finding is corroborated by the results of studies by Krisnawati and Bagia (2021), Aulia (2021), Kartika and Sugianto (2014), Insani and Yuliati (2022), Pandaleke (2016), Rande (2016), Sudarso et al. (2020), and Martini, et al. (2018). These studies provide evidence that competency influences employee performance.

3. The third hypothesis, proposing that "Organizational commitment has a partial effect on the performance of employees at the Medical Records Installation of Dr. Mohamad Soewandie Regional General Hospital, Surabaya," is confirmed. This is because the calculated t-value for organizational commitment is greater than the critical t-value ($4.85583 > 2.01669$), and the significance level is 0.000, below the 0.05 threshold. This research demonstrates that organizational commitment significantly influences employee performance at the Medical Records Installation of Dr. Mohamad Soewandie Regional General Hospital, Surabaya. Organizational commitment reflects the extent to which employees feel attached and loyal to the organization where they work. Highly committed employees tend to be more dedicated, work harder, and possess a stronger desire to contribute positively to the achievement of organizational goals. This positive influence ultimately enhances individual performance. Consequently, organizations should foster employee commitment through strategies that involve developing a positive organizational culture, providing adequate welfare, and

recognizing employee contributions. These research findings are aligned with those of Astuti (2022), Santosa (2019), Pribowo (2020), Kristian and Ferijani (2020), and Ginanjar and Berliana (2021), whose studies demonstrate that organizational commitment influences employee performance.

4. The fourth hypothesis, stating that "Employee engagement, competency, and organizational commitment simultaneously influence the performance of the Medical Records Installation of Dr. Mohamad Soewandie Regional General Hospital, Surabaya," is supported. This is evident from the significance level of 0.000 (0%), which is well below the 5% threshold. These research findings indicate that employee engagement, competency, and organizational commitment collectively have a significant impact on employee performance at the Medical Records Installation of Dr. Mohamad Soewandie Regional General Hospital, Surabaya. This simultaneous influence demonstrates that optimal performance cannot be achieved by focusing on a single factor alone but requires a harmonious combination of these key aspects. High employee engagement fosters an environment where employees feel involved and motivated, directly impacting their productivity and work quality. Competency, encompassing knowledge, skills, and technical abilities, ensures that employees are capable of performing their duties effectively and meeting expected professional standards. Meanwhile, organizational commitment reflects employee loyalty and dedication to the organization's goals and values, motivating them to contribute their best efforts. When these three factors are integrated and managed effectively, the organization will experience overall performance improvement, including increased work efficiency, reduced errors, and enhanced service quality. Therefore, it is crucial for management to design and implement strategies that simultaneously strengthen employee engagement, enhance competency, and deepen organizational commitment to achieve long-term organizational goals and maintain high performance in a dynamic work environment.

CONCLUSION

Based on the analysis using the multiple linear regression method and the discussion presented, the following conclusions can be drawn:

1. Employee engagement has a partial effect on the performance of employees at the Medical Records Installation of Dr. Mohamad Soewandie Regional General Hospital, Surabaya.
2. Competency has a partial effect on the performance of employees at the Medical Records Installation of Dr. Mohamad Soewandie Regional General Hospital, Surabaya.
3. Organizational commitment has a partial effect on the performance of employees at the Medical Records Installation of Dr. Mohamad Soewandie Regional General Hospital, Surabaya.
4. Employee engagement, competency, and organizational commitment simultaneously influence the performance of employees at the Medical Records Installation of Dr. Mohamad Soewandie Regional General Hospital, Surabaya.

REFERENCES

- Adha, A., et al. (2021). Pengaruh Kompetensi Dan Beban Kerja Terhadap Kinerja Pegawai PT. PLN ULP Gunung Tua. *Jurnal ESTUPRO* Vol. 6 No.1 April 2021.
- Aiyub, et al. (2021). The Effect of Employee Engagement on Employee Performance with Organizational Commitment as Intervening Variable and Percieved Organization Support as a Moderating Variable at The Regional Secretariat of Bireuen District. *Jurnal Visioner & Strategis*, Volume 10, Nomor 2, September 2021.
- Allen, N. J. & Meyer, J. P. (2020). The Measurement and Antecedents of Affective, Continuance, and Normative Commitment to The Organization. *Journal of Occupational Psychology*, vol: 63, pp. 1-18
- Anoraga, P. (2019). *Manajemen Bisnis*. Semarang: PT. Rineka Cipta.
- Ardiyansah, I. dan Mon, M.D. (2023). Organizational Culture, Organizational Commitment, and Job Satisfaction on Employee Performance Using OCB as an Intervening at State-Owned Enterprises Insurance Company in Batam City. *BUSINESS AND ENTREPRENEURIAL REVIEW*, Volume 23 Nomor 1 April 2023.
- Arikunto, S. (2020). *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- As'ad, M. (2018). *Psikologi Industri*. Yogyakarta: Liberty.
- Astuti, D. (2022). Pengaruh komitmen organisasi dan budaya organisasi terhadap kinerja pegawai. *Jurnal Akuntansi Dan Manajemen Bisnis*, Vol 2 No. 2 Agustus 2022.
- Astuti, D., dan Suwandi, S. (2022). PENGARUH EMPLOYEE ENGAGEMENT TERHADAP KINERJA KARYAWAN YANG DI MEDIASI KEPUASAN KERJA. *Eqien - Jurnal Ekonomi Dan Bisnis*, 11(04).
- Aulia, V. (2021). Pengaruh Kompetensi Dan Kompetensi Terhadap Kinerja Karyawan PT. Hamatek Indo Bekasi. *JIMEN Jurnal Inovatif Mahasiswa Manajemen*, VOL. 1, NO. 2, April 2021.
- Baker, R. (2007). Modeling and understanding students' off task behavior in intelligent tutoring systems. *Journal Of Applied Psychology*.
- Dessler. G. (2015). *Human Resources Management (Manajemen Sumber Daya Manusia)*, Edisi Empat Belas Bahasa Indonesia. Jakarta: Indeks.
- Efendi, S. Dan Yusuf, A. (2021). Influence of Competency, Compensation and Motivation On Employee Performance With Job Satisfaction as Intervening Variable in The Environment of Indonesian Professional Certification Authority. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, Vol-5, Issue-3, September 2021.
- Efendi, S. dan Yusuf, A. (2021). Influence of Competency, Copensation and Motivation on Employee Performance With Job Satisfaction as Intervening Variabke in the Environment of Indonesian Professional Certification Authority. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, Vol-5, Issue-3, September 2021.
- Ghozali, I. (2021). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 26*. Edisi 10. Badan Penerbit Universitas Diponegoro.
- Gibson, J. L. (2017). *Organisasi: Perilaku, Struktur, Proses*. (Terjemahan) Edisi Delapan. Jakarta: Binarupa Aksara.
- GINANJAR dan BERLIANA. (2020). Pengaruh

- Komitmen Organisasi Terhadap Kinerja Karyawan Pada PT. Sinar Citra Abadi Di Jakarta. *Jurnal Ekonomi Efektif*, Vol. 3, No. 4, Juli 2021.
- Gomes, F. (2018). *Manajemen Sumber Daya Manusia* (Edisi Terjemahan). Yogyakarta: Andi Offset.
- Greenberg dan Baron. (2018). *Behaviour in Organizations, Understanding and Managing The Human Side of Work*. Massachussets : Allinand Bacon, A Division of Schuster.
- Handoko, T. H. (2020). *Manajemen Personalialia & Sumberdaya Manusia*. Yogyakarta: BPFE.
- Handoyo, A.W. dan Setiawan, R. (2017). Pengaruh Employee Engagement Terhadap Kinerja Karyawan Pada PT. Tirta Rejeki Dewata. *AGORA* Vol. 5, No.1, (2017).
- Insani dan Yuliani. (2022). Pengaruh Kompetensi Dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Biro Umum Kantor Gubernur Sulawesi Barat. *Forecasting: Jurnal Ilmiah Ilmu Manajemen* Vol 1, No 1 (2022).
- Kahn, W.A. (1990). Psychological Conditions Of Personal Engagement And. Disengagement at Work. *The Academy of Management Journal*. Vol 33 (4).
- Kartika dan Sugiarto. (2014). Pengaruh Tingkat Kompetensi Terhadap Kinerja Pegawai Administrasi Perkantoran. *Jurnal Ekonomi dan Bisnis*, Volume XVII No. 1, April 2014.
- Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Depok: PT. Rajagrafindo Persada.
- Keputusan Kepala Badan Kepegawaian Negara Nomor 46 A Tahun 2003 Tentang Pedoman Penyusunan Standar Kompetensi Jabatan Struktural Pegawai Negeri Sipil.
- Krisnawati dan Bagia. (2021). Pengaruh Kompetensi Kerja Terhadap Kinerja Karyawan. *Bisma: Jurnal Manajemen*, Vol. 7 No. 1, Bulan April Tahun 2021.
- Kristian, B.W. dan Ferijani, A. (2020). The Effect of Job Satisfaction and Organizational Commitment on Employee Performance with OCB as the Intervening Variables (A Case Study on PT. Ulam Tiba Halim Distributor Company). *Journal Of Management and Business Environment*, Vol.2 (1) July 2020
- Lockwood, N. (2007). Leveraging Employee Engagement for Competitive Advantage, *HR Strategic Role*. *SHRM Research*, 1-11.
- Macey, W.H., et al. (2009). *Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage*. London: Wiley & Blackwell.
- Mangkunegara, A.A.A.P. (2019). *Manajemen Sumber Manusia Perusahaan*. Bandung: PT Remaja Rosdakarya.
- Martini, I.A.O., et al. (2018). The Influence of Competency on Employee Performance through Organizational Commitment Dimension. *IOSR Journal of Business and Management (IOSR-JBM)*, Volume 20, Issue 2. Ver. VIII (February. 2018).
- Mathis dan Jackson. (2019). *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.
- Moehariono. (2015). *Pengukuran Kinerja Berbasis Kompetensi*. Jakarta: PT. Rajagrafindo Persada.
- Nasution, N. (2018). *Manajemen Mutu Terpadu*. Bogor : Ghalia Indonesia.
- Notoatmodjo, S. (2018). *Pengembangan Sumber Daya Manusia*. Jakarta: Rineka Cipta.
- Nurlinda dan Rahim, A.R. (2018). Influence of Competency, Copensation and Motivation on Employee Performance With Job Satisfaction as Intervening Variabke in the Environment of Indonesian Professional Certification Auththority. *Competitiveness*, Vol. 7, Nomor 2 | Juli – Desember, 2018.
- Nurlindah dan Rahim, A.R. (2018). Pengaruh Kompetensi, Motivasi Dan Disiplin Kerja Terhadap Kinerja Pegawai Dinas Perindustrian Provinsi Sulawesi Selatan. *Competitiveness*, Vol. 7, Nomor 2 | Juli – Desember, 2018.
- Pandaleke, D. (2016). The Influence of Competency, Job Saisfaction and Organizational Commitment to Employee Performance (Study on Inspectorate of Southeast Minahasa Regency). *Jurnal EMBA* Vol.4 No.2 Juni 2016.
- Pribowo, N.G.N.A. (2020). Pengaruh Komitmen Organisasi Terhadap Kinerja Karyawan Tidak Tetap Pada Universitas Muhammadiyah Bengkulu. *Jurnal Media Wahana Ekonomika*, Vol. 17 No.2, Juli 2020.
- Rahmadalena, T. dan Asmanita (2020) melakukan penelitian dengan judul “Pengaruh Employee Engagement, Karakteristik

- Pekerjaan Terhadap Kinerja Karyawan Pada PT. Bukit Asam, TBK Unit Dermaga Kertapati Palembang. *Jurnal Ilmiah Bina Manajemen*, Vol. 3, No. 2, 2020.
- Rahmadalena, T. dan Asmanita (2020). Pengaruh Employee Engagement, Karakteristik Pekerjaan Terhadap Kinerja Karyawan Pada PT. Bukit Asam, TBK Unit Dermaga Kertapati Palembang. *Jurnal Ilmiah Bina Manajemen*, Vol. 3, No. 2, 2020.
- Rande, D. (2016). Pengaruh Kompetensi Terhadap Kinerja Pegawai Pada Dinas Perhubungan, Komunikasi Dan Informatika Kabupaten Mamuju Utara. e *Jurnal Katalogis*, Volume 4 Nomor 2, Februari 2016.
- Rivai, V.Z. (2015). *Manajemen Sumber Daya Manusia Untuk Perusahaan*, Edisike-7. Depok: PT Rajagrafindo.
- Robbins, P.S. dan Judge, T.A. (2017). *Organizational Behaviour*, Edisi 13, Jilid 1. Jakarta: Salemba Empat.
- Robbins, S.P. (2018). *Perilaku Organisasi : Konsep, Kontroversi, Aplikasi*, Edisi Kedelapan, Terjemahan Pujaatmaka Hadyana. Jakarta: PT. Prenhallindo.
- Ruky, A.S. (2015). *Sistem Manajemen Kinerja*, Cetakan Ketiga. Jakarta: PT. Gramedia Pustaka Utama, Jakarta.
- Santosa, C.K. (2019). Pengaruh budaya organisasi, motivasi kerja, dan komitmen karyawan terhadap kinerja karyawan pada perusahaan Global Tapio di Malaysia. *PERFORMA: Jurnal Manajemen dan Start-Up Bisnis*, Volume 4, Nomor 5, Desember 2019.
- Schaufeli, W. B., et al (2002). The measurement of engagement and burnout : a two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3, 71-92.
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia*. Bandung : Refika Aditama.
- Sopiah. (2019). *Perilaku organisasi*. Yogyakarta: Andi Offset.
- Sucahyowati, H. dan Hendrawan, A. (2020). Pengaruh Emmmployee Engagement Terhaap Kinerja Karyawan Pada PT. MK Semarang. *Jurnal Sains Teknologi Transportasi Maritim*, Volume 2 No.2 November 2020.
- Sudarso, A.P., et al. (2020). The Effect Of Competency On Employee Performance at PT. Steelforce Indonesia In Jakarta. *HUMANIS (Humanities,Management and Science Proceedings)* Vol.01, No.1, November 2020.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabet.
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Cetak ke sebelas. Jakarta: Prananda Media Group.
- Thoha, M. (2015). *Perilaku Organisasi Konsep Dasar Dan Aplikasinya*. Jakarta; Raja Grafindo Persada.
- Wibowo. (2015). *Perilaku Dalam Organisasi*. Edisi Kedua. Jakarta: PT Raja Grafindo Persada.
- Wibowo. (2019). *Manajemen Sumber Daya Manusia*. Jakarta : Bumi Aksara.
- Wicaksono, D.B. dan Rahmawati, S. (2019). Pengaruh Employee Engagement Terhadap Kinerja Karyawan Direktorat Sistem Informasi dan Transformasi Digital Institut Pertanian Bogor. *Jurnal Manajemen dan Organisasi (JMO)*, Vol. 10 No. 2, Agustus 2019.
- Wursanto. (2018). *Dasar-Dasar Ilmu Organisasi*. Yogyakarta : Andi.