

An Analysis of the Effects of Competence, Internal Locus of Control, and Work Culture on Employee Organizational Commitment: A Case Study at Kraton Regional General Hospital, Pekalongan Regency

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Keywords

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Organizational Commitment;
Competence; Internal Locus of
Control

ABSTRACT

This study aims to analyze the effects of employee competence, internal locus of control, and work culture on organizational commitment at Kraton Regional General Hospital (*Rumah Sakit Umum Daerah/RSUD Kraton*), Pekalongan Regency, both partially and simultaneously. A quantitative approach with multiple linear regression analysis was employed. The study population comprised 232 employees of RSUD Kraton. Data were analyzed to measure the effect of each independent variable on organizational commitment. Internal locus of control was found to exert the most dominant influence on organizational commitment, with a regression coefficient (B) = 0.346, $t = 11.097$, $p = 0.000$. Employee competence also had a significant effect, with B = 0.245, $t = 6.888$, $p = 0.000$. Work culture, however, did not demonstrate a statistically significant effect, with B = 0.010, $t = 0.246$, $p = 0.807$ ($p > 0.05$). Simultaneously, the three variables jointly and significantly influenced organizational commitment. Among the predictors, internal locus of control emerged as the most dominant factor, followed by employee competence, both of which significantly affected organizational commitment. Competence was found to support the enhancement of employee engagement, whereas work culture, although positively directed, did not yield a statistically significant effect. These findings suggest that strengthening internal locus of control and developing employee competence are more effective strategies for enhancing organizational commitment at RSUD Kraton than improving work culture alone.

INTRODUCTION

In an era of increasingly fierce global competition, the success of organizations is highly dependent on the ability of human resources (HR) to face various challenges (Gandi et al., 2025). Human resources are not only the most important asset in an organization, but also the main driving force that determines the sustainability and competitiveness of an institution (Aulia and Riofita, 2024). In the context of hospitals, which are health service institutions, the role of human resources is very strategic (Hidayati, 2024). Hospitals are tasked with providing quality health services to the community by being oriented towards patient safety, customer satisfaction, and operational efficiency (Karida and Dhamanti, 2024). This is increasingly relevant at the Kraton Regional General Hospital (RSUD), Pekalongan Regency Government, which is one of the main referral health facilities in the region. Kraton Hospital faces various phenomena that reflect challenges in human resource management. These challenges include high workloads, complexity of medical and administrative tasks, and demands to provide quality services amid limited resources. In this situation, the role of competent human resources

and having a strong organizational commitment is the key to ensuring the success of hospital operations while meeting community expectations.

According to Spencer (Aulia and Riofita, 2024), it states that competence can be defined as the underlying characteristics of a person related to the effectiveness of individual performance in their work, or the basic characteristics of individuals who have a causal relationship or as a cause-effect with criteria that are used as a reference, effective or perform well or superior in the workplace or in certain situations.

Employee competence is one of the main factors that greatly affect individual and organizational performance (Afriza et al., 2024). Competency encompasses the combination of technical skills, knowledge, and behavior required to perform tasks well. Competence not only reflects employees' ability to complete daily tasks, but also plays a role in creating an effective and efficient work culture (Werda and Prabowo, 2023).

However, at the Kraton Hospital in Pekalongan Regency, there are indications that some workers do not fully have the competencies that are in accordance with the demands of their work (Karyono et al., 2020). Based on internal hospital reports and feedback from patients, it was found that several cases where this competency mismatch had a direct impact on the quality of service. For example, there are complaints from patients about the slow response of medical personnel in handling initial measures, lack of precise communication between officers and patients, and administrative errors in recording patient medical data. These situations reflect a gap between the expected competency standards and the reality on the ground, and have the potential to lower the level of public trust in hospital services (Bing-Jonsson et al., 2016; Hick et al., 2020; Kruk et al., 2018).

Situations such as patient complaints related to service delays, procedural errors, and low quality of interaction between health workers and patients are suspected to occur due to a lack of technical training, lack of professional development, and limited ongoing career development programs.

In addition to the competency aspect, psychological factors such as employees' internal locus of control are also important elements that affect their performance and commitment to the organization (Khashayanti et al., 2024). Internal locus of control refers to the belief that individuals have control over the outcome of their actions, which are influenced by personal efforts and decisions, rather than by external factors (Jamal et al., 2024). Employees with a high internal locus of control tend to demonstrate a proactive, responsible, and motivated attitude to contribute to organizational goals (Mahayasa et al., 2024).

At Kraton Hospital, some employees still show a passive attitude in solving work problems, which reflects the low internal locus of control. This can be seen from the case of delays in filling out medical records that are not immediately corrected, where employees tend to blame the information system without taking the initiative to find solutions or actively report problems. Another example occurs in administrative personnel who refuse responsibility for data input errors on the grounds of incompleteness of patient data, even though verification is part of their duties. This attitude that depends on external factors shows the weak belief of individuals in self-control, so that it can hinder innovation, reduce the effectiveness of teamwork, and reduce the organization's ability to adapt to the dynamics of the work environment.

Theoretically, the locus of control is a concept introduced by Rotter as part of social learning theory, which describes an individual's belief in the ability to control fate or outcome in his or her life. Individuals with an internal locus of control tend to believe that success or failure is determined by personal effort and ability, while individuals with an external locus of control rely more on external factors such as the environment or luck. In an organizational context, the combination of high competence and a strong internal locus of control will encourage the formation of better organizational commitment, as employees become more confident, responsible, and emotionally attached to the institution in which they work.

However, the conditions at the Kraton Hospital show that the commitment of the employee organization is still not optimal, which is characterized by high turnover, low work motivation, and lack of involvement in organizational activities. This is strengthened by various problems such as limited competence, weak internal locus of control, less collaborative work culture, and suboptimal human resource management. Unsupportive work cultures, such as one-way communication, lack of employee participation, and lack of a reward system, contribute to the deterioration of these conditions and reduce the sense of belonging to the organization. Therefore, strategic efforts are needed to increase organizational commitment through strengthening competencies, developing internal locus of control, and forming a more positive and supportive work culture to improve the quality of hospital services and performance.

Several previous studies have examined the relationships among competence, locus of control, work culture, and organizational commitment. Arafat et al. (2025) found that competence strengthens employee confidence and responsibility, thereby enhancing commitment. Brutu et al. (2025) emphasized that job-relevant skills increase employee engagement. Halim & Paramarta (2024) showed that employee competencies affect work commitment, while Parinding et al. (2024) found that organizational culture mediates the relationship between competence and performance. Gusdiansyah & Safrianti (2025) reported that internal locus of control significantly affects organizational commitment. However, most of these studies were conducted in general business or educational settings, not in the specific context of regional public hospitals in Indonesia. Moreover, research that simultaneously examines the partial and simultaneous effects of competence, internal locus of control, and work culture on organizational commitment within a hospital environment especially at a regional general hospital like Kraton is still limited. There is also a lack of studies that identify which factor (competence, internal locus of control, or work culture) is the most dominant in influencing organizational commitment among hospital employees. Thus, the research gap lies in the need for empirical evidence from the hospital sector, particularly in a regional public hospital setting in Pekalongan Regency, to test whether findings from other contexts hold true and to identify specific managerial implications.

The novelty (state of the art) of this research lies in several aspects. First, this study is conducted at the Kraton Regional General Hospital, a public hospital in Pekalongan Regency, which has unique characteristics in terms of employee composition (medical, paramedical, and administrative staff) and service demands, an under-researched setting in the existing literature on organizational commitment. Second, this study simultaneously analyzes three independent variables—employee competence, internal locus of control, and work culture within a single regression model to determine their partial and simultaneous effects, as well as to identify

which variable has the most dominant influence on organizational commitment. Third, unlike previous studies that focused on private companies or educational institutions, this research provides empirical evidence from a government-owned hospital, offering insights for public sector human resource management. Fourth, this study uses a rigorous quantitative method with validity, reliability, classical assumption tests, and multiple linear regression analysis on a sample of 232 employees, ensuring the robustness of the findings.

Based on the identified gaps and novelty, this study aims to analyze the partial effect of employee competence, internal locus of control, and work culture on organizational commitment at Kraton Hospital; analyze the simultaneous effect of these three variables on organizational commitment; and determine which variable has the most dominant influence on organizational commitment. The benefits of this research are both theoretical and practical. Theoretically, this study enriches the literature on human resource management, particularly on the determinants of organizational commitment in the public health sector, and provides empirical validation of Social Exchange Theory (Blau, 1964) and Locus of Control Theory (Rotter, 1966) in a hospital context. Practically, the results are expected to provide evidence-based recommendations for the management of Kraton Hospital in designing policies and programs to enhance employee organizational commitment, such as targeted competency development through continuous training, strengthening internal locus of control through empowerment and coaching programs, and evaluating work culture to ensure it is truly internalized by employees. Furthermore, this study can serve as a reference for other regional public hospitals facing similar human resource challenges in improving service quality and employee retention.

METHOD

The research method used was a quantitative descriptive verifiable method. Quantitative research can be interpreted as a research method based on the philosophy of positivism, used to research on a specific population or sample, data collection using research instruments, quantitative/statistical data analysis, with the aim of describing and testing hypotheses that have been established (Sugiyono, 2019). According to Sugiyono (2019), the descriptive method is a method used to describe the state or value of one or more variables independently. This method is intended to answer the formulation of the problem, namely how the influence of competence, internal locus of control and employee work culture on organizational commitment at the Kraton Hospital of Pekalongan Regency. The verifiable method according to Sugiyono (2019) can be interpreted as research conducted on a specific population or sample with the aim of testing the hypothesis that has been established.

Data Types and Sources

Data is information about a research object obtained at the research site (Sugiyono, 2019). This type of research is categorized as field research, because the data obtained from direct observation is at the Kraton Regional Hospital, Pekalongan regency.

The data sources used in this study are as follows:

1. **Primary Data**, Primary data is data obtained from the first source, either from individuals or individuals. This data was obtained through interviews, documentation, observations and answers to questions given in questionnaires to patients.

2. Secondary Data, Secondary data is data that has been further processed and presented either by the primary data collector or by other parties. This data is in the form of an overview at the Kraton Hospital in Pekalongan Regency.

Population and Sample

The population in this study is all employees of Kraton Hospital totaling 554 people, including medical personnel, paramedics, as well as administrative and non-medical personnel who are considered relevant because they play a direct role in the organization's operations. To obtain representative data, the Simple Random Sampling technique is used which provides an equal opportunity for each member of the population to be selected as a sample. The number of samples was determined using the Slovin formula with a margin of error of 5%, so that a sample number of 232 respondents was obtained. This number is considered to be representative of the population as a whole so that the results of the study can be generalized more accurately.

Data Collection Techniques

The data collection technique in this study uses questionnaires as the main instrument, namely by distributing a list of questions to respondents to obtain data that is in accordance with the variables studied. This method was chosen because it is efficient for a large and dispersed number of respondents, and allows researchers to measure attitudes, opinions, and perceptions systematically. The research instrument used a Likert scale with five levels of assessment, ranging from strongly agree to strongly disagree, each of which was given a score of 5 to 1. The use of this scale aims to produce measurable data and facilitate the quantitative analysis process.

Data Analysis Techniques

The data analysis technique in this study includes several stages, namely instrument testing (validity and reliability test), transformation of ordinal data to intervals using the MSI method, and classical assumption test which includes normality, linearity, multicollinearity, heteroscedasticity, and autocorrelation tests to ensure that the regression model is feasible to use. Furthermore, data analysis was carried out through descriptive analysis to describe the characteristics of the data and multiple linear regression analysis to test the influence of independent variables on dependent variables. Hypothesis testing was carried out by simultaneous tests (F test) and partial tests (t tests), and was complemented by a determination coefficient (R^2) test to determine the model's ability to explain the variation of dependent variables.

RESULT AND DISCUSSION

Data Analysis

1. Descriptive Analysis

The analysis of respondents' answers to research variables provides an overview of the condition of the variables obtained based on respondents' answers to questions prepared based on the indicators to be studied. To categorize the respondents' answers, classification was carried out by calculating interval (i) using the following formula:

$$i = \frac{\text{Skor Tertinggi} - \text{Skor Terendah}}{\text{Jumlah Kategori}}$$

$$i = \frac{5 - 1}{3}$$

$$1.33$$

Based on the results of the interval calculation, the following categorization table was obtained:

Table 1. Interpretation Categories

Yes	Range	Category
1	1 - 2.33	Low
2	2.34 - 3.67	Medium
3	3.68- 5.00	Height

Source: Data processed by researchers (2025)

This table is used to categorize the results of the assessment based on the interval of the scores obtained from the respondents. Each value obtained from the measurement of the variable is then grouped into certain categories based on a predetermined range of values.

- Range 1 - 2.33:* The values in this range are categorized as Low. Respondents in this range had lower scores in the variable.
- Range 2.34 - 3.67:* Values in this range are categorized as Medium. Respondents in this category showed average levels in variables.
- Range 3.68 - 5.00:* The values in this range are categorized as High. Respondents in this category scored high in variables.

Table 2 shows the results of respondents' answers to the X1 variable which measures the competence of hospital employees. The results of the categorization based on the calculated score interval showed the distribution of scores among respondents, illustrating how well the competencies of hospital employees were based on respondents' assessments.

Table 2. Respondents' Answers to Variable X-1

Height	136	58.62%
Medium	70	30.17%
Low	26	11.21%
Total	232	100%

Source: Data processed by researchers (2025)

In the form of a graph as follows:

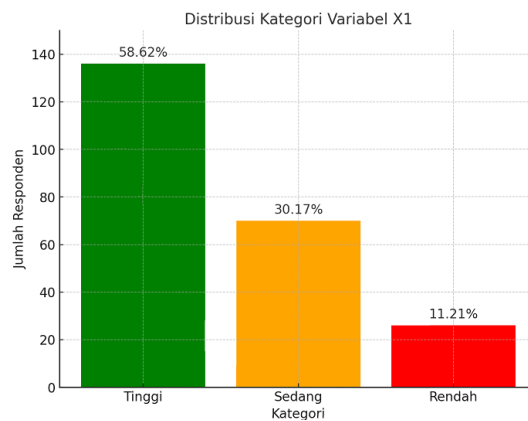


Figure 1. Distribution of Variable Categories X1

Based on the results of the interval calculation for Variable X1, which measures the competence of hospital employees, the categorization data obtained showed a fairly even distribution of scores among respondents. Of the 232 respondents, as many as 136 respondents (58.62%) had a Hospital Employee Competency score in the range of 3.68 - 5.00, which categorized them in the High group. This shows that the majority of hospital employees are considered to have excellent competence by respondents.

Meanwhile, 70 respondents (30.17%) were in the medium category, with scores in the range of 2.34 - 3.67. This reflects that the level of competence of these hospital employees is considered quite good by some respondents, although there is still room for improvement. Finally, 26 respondents (11.21%) were in the Low category, with an X1 score between 1 - 2.33, indicating that a small percentage of hospital employees had competencies that were considered inferior by respondents.

The majority of hospital employees show good or good competence, while only a few are considered to have low competence. This gives an idea that most hospital employees already have adequate competence in carrying out their duties.

Table 3 shows the results of respondents' answers to Variable X2, which measures *the Internal Locus of Control*. The results of the categorization based on the calculated value interval describe the distribution of scores among respondents, providing an idea of the extent to which respondents identify themselves with *the Internal Locus of Control*, i.e. how much they believe they have control over outcomes in their lives, especially in the context of work and decision-making.

Table 3. Respondents' Answers to Variable X-2

Height	136	58.62%
Medium	70	30.17%
Low	26	11.21%
Total	232	100%

Source: Data processed by researchers (2025)

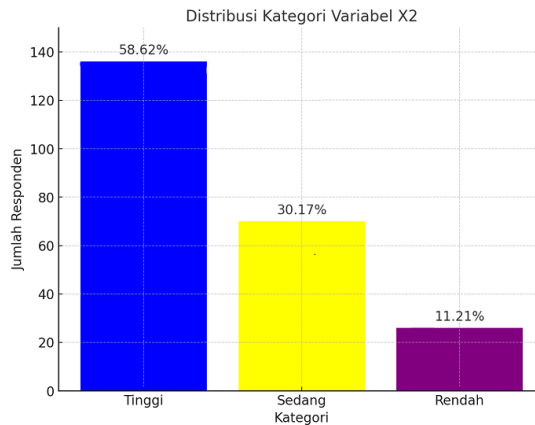


Figure 2. Variable Category Distribution X2

Based on the results of the interval calculation for Variable X2, which measures *the Internal Locus of Control*, the categorization data obtained showed a fairly even distribution of scores among respondents. Of the 232 respondents, as many as 136 respondents (58.62%) were in the High category, which shows that the majority of respondents have a high *Internal Locus of Control*. This means that they feel they have a strong control over the events in their lives, including in terms of work and the decisions they make.

A total of 70 respondents (30.17%) were in the medium category, with scores in the range of 2.34 - 3.67. This shows that they have a fairly good level of *Internal Locus of Control*, but not as strong as those in the High category.

Finally, 26 respondents (11.21%) were in the Low category, with an X2 score between 1 - 2.33, indicating that a small percentage of respondents felt less control over results in their work and life, or were more likely to believe that external factors played a major role in the results they achieved. The majority of respondents exhibited a *high or moderate Internal Locus of Control, which reflects the view that they have control over the situation they face in their lives.*

Table 4 shows the results of respondents' responses to Variable X3, which measures Employee Work Culture. The results of the categorization by value interval provide an idea of how well respondents identified themselves with the work culture in their workplace, which involves the values, behaviors, and attitudes that shape the work environment.

Table 4. Respondents' Answers to Variable X-3

Height	117	50.43%
Medium	106	45.69%
Low	9	3.88%
Total	232	100%

Source: Data processed by researchers (2025)

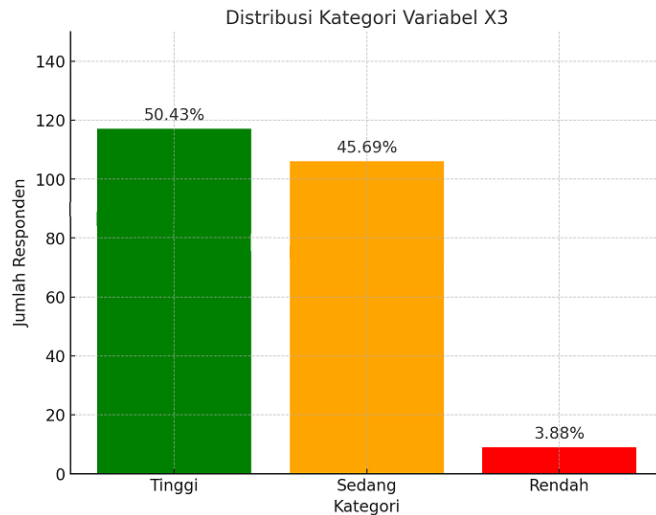


Figure 3. Variable Category Distribution X3

Based on the results of the interval calculation for Variable X3, which measures Employee Work Culture, the categorization data obtained showed that the majority of respondents had a good understanding or mastery of the work culture in their workplace. A total of 117 respondents (50.43%) were in the High category, indicating that more than half of the respondents considered their workplace work culture to be very supportive of good performance and work atmosphere.

A total of 106 respondents (45.69%) were in the medium category, indicating that almost half of the respondents had a fairly good view of the work culture in their environment, although not as high as those in the High category. Only 9 respondents (3.88%) were in the Low category, reflecting that a small percentage of respondents felt that the work culture in their workplace was less supportive or needed to be improved. The majority of respondents have a High or Medium score, which indicates that they are quite satisfied or agree with the work culture in their workplace.

Table 4.19 shows the results of respondents' answers to Variable Y, which measures Organizational Commitment. Organizational commitment reflects the extent to which an individual feels attached to the organization they work for, both in terms of values, goals, and active involvement in the organization's activities. The results of the categorization based on the value interval provide an idea of the level of organizational commitment among respondents.

Table 5. Respondents' Answers to Variable Y

Height	184	79.31%
Medium	40	17.24%
Low	8	3.45%
Total	232	100%

Source: Data processed by researchers (2025)

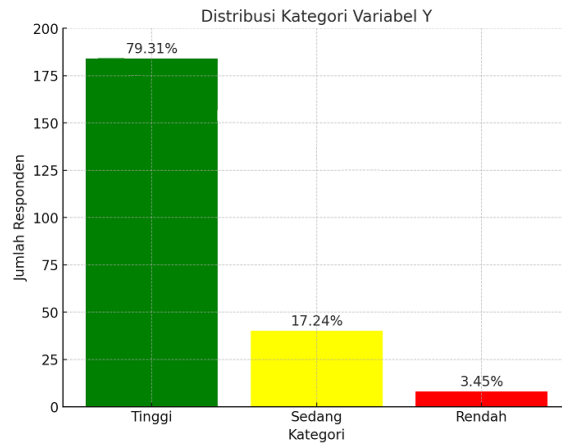


Figure 4. Distribution of Variable Category Y

Based on the results of the interval calculation for Variable Y that measures Organizational Commitment, the categorization data obtained showed that most respondents showed a high level of commitment to their organization. A total of 184 respondents (79.31%) had a score that was in the High category, which indicates that the majority of respondents are very attached and feel that they belong to the organization they work for.

A total of 40 respondents (17.24%) were in the medium category, which reflects that some respondents have a fairly good level of commitment, but not as large as the group in the High category. Meanwhile, only 8 respondents (3.45%) were in the Low category, indicating that few respondents felt less attached or less committed to their organization. The majority of respondents show a high commitment to their organization, which reflects a strong relationship and a high sense of responsibility for the organization's goals.

2. Multiple Regressive verifiable analysis

Multiple Regression Analysis or more commonly referred to as *Multiple Regression Analysis*, is a statistical analysis technique used to test the relationship between one dependent variable (bound) and two or more independent (independent) variables. In the study, this analysis is used to find out the extent to which independent variables affect dependent variables, as well as to predict the value of dependent variables based on independent variables. Mathematically, multiple regressions can be written in the form of equations:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Based on the results of multiple regression analysis in this study, the following regression equations were obtained:

$$Y = 0.245 X_1 + 0.346 X_2 + 0.010X_3 + \beta_0$$

Where:

Y = Dependent variable (bound)

β_0 = Intercept (constant value)

β_1 = 0.245 Competency regression coefficient (X1)

β_2 = 0,346 Coefficient regression *Locus of Control* Internal (X2)

β_3 = 0.010 Employee Work Culture regression coefficient (X3)

X1 = Competence

X2 = *Locus of Control* Internal

X3 = Employee Work Culture

ε = Error or residual that shows the difference between the predicted value and the actual value.

The equation shows that the dependent variable (Y) is influenced by three independent variables, namely Competency (X_1), *Internal Locus of Control* (X_2), and Employee Work Culture (X_3). The value of the regression coefficient of each variable describes the magnitude of the influence of each independent variable on the bound variable, assuming the other variables are fixed. A coefficient of 0.245 on Competency means that every one unit increase in Competency score will be followed by an increase of 0.245 units on dependent variables, provided that *the Internal Locus of Control* and Employee Work Culture do not change. Similarly, *the Internal Locus of Control* has a stronger influence, with a coefficient of 0.346, so that everyone-unit increase in this variable will increase the dependent variable by 0.346 units. Meanwhile, the Employee Work Culture has a very small coefficient (0.010), which indicates that its contribution to dependent variables is almost non-existent. All coefficients are positive, indicating that the relationship between each independent variable and the dependent variable is unidirectional the higher the value of the free variable, the higher the value of the bound variable. The constant (β_0) represents the predicted value of the dependent variable when all independent variables are zero, while residual (ε) represents the difference between the value predicted by the model and the actual value obtained from empirical data.

3. Determination Analysis

The following table shows the results of the determination test for the regression model that tests the influence of Competencies, *Internal Locus of Control*, and Employee Work Culture on Organizational Commitment. The determination test provides information about how much variation in dependent variables (Organizational Commitment) can be explained by the regression model used. A higher R^2 value indicates that the model is able to explain most of the data variability.

Table 6. Determination Test

Models	R	R²	Adjusted R²	Std. Error of the Estimate
Model Regression	0.663	0.400	0.392	0.16205

Source: Data processed by researchers (2025)

The table above shows the results of the determination test (determination coefficient) for the regression model. Here is an explanation of the columns in the table: The R value is the correlation coefficient between the dependent variables (Organizational Commitment) and the independent variables used in the model. A very high R-value, which is 0.663, indicates a very strong relationship between dependent and independent variables.

The value of R^2 is the proportion of variation in the dependent variable that can be explained by the regression model. In this case, an R^2 of 0.400 indicates that 40% of the variation in Organizational Commitment can be explained by the variables of Competency, *Internal Locus of Control*, and Employee Work Culture. This shows that regression models are very good at explaining data variability.

Adjusted R^2 is an R^2 value adjusted to the number of variables in the model and the number of samples. This value is used to avoid *overfitting* that can occur when too many variables are used in the model. An Adjusted R^2 value of 0.392 indicates that the model remains able to explain most of the variation even when adjusted for the number of variables.

The Standard Error value indicates the average prediction error of the regression model. The smaller this value, the more accurate the prediction the model produces. A Standard Error value of 0.162 indicates that the regression model has an excellent degree of accuracy.

Based on the results of this determination test, we can conclude that a regression model that tests the influence of Competencies, *Internal Locus of Control*, and Employee Work Culture on Organizational Commitment can explain almost all variations in Organizational Commitment. This model shows an excellent match with the data, with a very high R² value.

Hypothesis Test

1. Test F

The table below shows the results of the F test for the regression model that tests the influence of Competencies, *Internal Locus of Control*, and Employee Work Culture on Organizational Commitment. The F-test was used to test the overall significance of the regression model, i.e. whether the three independent variables together affected the dependent variables (Organizational Commitment). A p-value smaller than 0.05 indicates that the overall regression model is significant.

Table 7. Test F

Model	F	df1	df2	Sig.
Model Regression	50.727	3	228	0.000

Source: Data processed by researchers (2025)

The table above shows the results of the F test for the regression model. The following is an explanation of the columns in the table: The statistical value of the F test which measures the overall significance of the regression model. A high F-value indicates that the regression model as a whole can explain the variability of dependent variables (Organizational Commitment) well. In this case, the F-value is 50.727, which indicates that the regression model is very significant.

df1: The degree of freedom for the numerator, which represents the number of independent variables in the model. In this case, there are 3 independent variables (Competence, *Internal Locus of Control*, and Employee Work Culture), so df1 is 3. df2: The degree of freedom for the denominator, which represents the sum of data minus the sum of independent variables minus 1. In this case, df2 is 228 (232 respondents - 3 independent variables - 1).

Sig.: Significance value (p-value) for the F test. P-value smaller than 0.05 indicates that the regression model is overall significant. In this case, the p-value for the F test is 0.000, which indicates that the regression model as a whole has a significant effect on Organizational Commitment.

Based on the results of the F test, we can conclude that the regression model that tests the influence of Competencies, *Internal Locus of Control*, and Employee Work Culture on Overall Organizational Commitment is significant. In other words, these three independent variables together affect Organizational Commitment.

2. T test

The table below shows the t-test results for each independent variable in a multiple linear regression model that predicts Organizational Commitment. The t-test is used to test whether

each independent variable has a significant effect on the dependent variable. A t-value greater than a critical value indicates that the variable has a significant influence.

Table 8. T test

Variable	B	Std. Error	T	Sig.
Competencies	0.245	.036	6.888	0.000
Locus of Control Internal	.346	.031	11.097	0.000
Employee Work Culture	.010	.043	0.246	0.807

Source: Data processed by researchers (2025)

The table above shows the results of the t-test for three independent variables in the regression model. Here is an explanation of the columns in the table: The non-standardized regression coefficient shows how much influence each independent variable has on Organizational Commitment. For example, the coefficient for Competency is 0.245, which means that every one unit increase in Competency will lead to a 0.245 unit increase in Organizational Commitment, if the other variables are considered constant. Standard error indicates uncertainty in the estimation of coefficients; The smaller the standard error value, the more accurate the coefficient estimate will be. The statistical value of the t-test is used to test the hypothesis regarding the regression coefficient, where a variable is considered to have a significant effect on Organizational Commitment if the t-value results in a p-value of less than 0.05. Based on the results of the t-test, Competency has a t-value of 6.888 with a p-value of 0.000, while the Locus of Internal Control has a t-value of 11.097 with a p-value of 0.000, which shows that these two variables have a significant effect on Organizational Commitment. However, the Employee Work Culture has a t-value of 0.246 with a p-value of 0.807, which means that this variable does not have a significant effect on Organizational Commitment at a significance level of 5 percent. Thus, it can be concluded that only Competencies and Internal Locus of Control have a partially significant influence on Organizational Commitment, while Employee Work Culture does not have a significant influence in this regression model.

The Influence of Employee Competence, Internal Locus of Control, and Work Culture on Organizational Commitment at Kraton Hospital, Pekalongan Regency

Based on the results of the research, employee competence, internal locus of control, and work culture have a significant influence on organizational commitment at Kraton Hospital Pekalongan Regency. Each of these variables makes a different but complementary contribution in creating employee attachment to the organization. Here is a detailed explanation of the influence of each variable:

1. The Influence of Employee Competencies on Organizational Commitment

Employee competencies, which include the skills, knowledge, and technical abilities possessed by employees, have been shown to have a significant influence on organizational commitment. Employees who have a high level of competence tend to be more confident in carrying out their duties, which in turn makes them feel more valued and respected by the organization. Good competencies allow employees to complete tasks effectively and efficiently, which not only improves individual performance but also overall organizational performance. Therefore, when employees feel that they have the necessary skills and

knowledge to carry out their jobs, they are more motivated to contribute more and show a higher commitment to the organization.

Research by Arafat et al. (2025) states that competence also plays a role in strengthening confidence and responsibility for work results. Employees who feel competent not only focus on individual achievements, but also see their contributions as an important part of the organization's goals. Thus, employee competence is an important factor in increasing their commitment to the organization, because they feel able to provide good results and play an active role in achieving organizational goals.

2. The Influence of Internal Locus of Control on Organizational Commitment

The internal locus of control refers to the extent to which individuals feel they have control over the outcome of their efforts and actions. Employees with an internal locus of control tend to feel that their success or failure is the result of the effort, ability, and decisions they make. This study shows that internal locus of control has a significant influence on organizational commitment, as employees with these characteristics feel more responsible for their work and are more motivated to achieve optimal results.

Employees with an internal locus of control also tend to be more active in taking initiative and looking for ways to address problems that arise in the workplace. They are more confident that their efforts will yield appropriate rewards, both for themselves and for the organization. Therefore, they are more likely to show a high commitment to the organization because they feel that the success of the organization is also a reflection of their own efforts.

3. The Influence of Work Culture on Organizational Commitment

Primary and Sustainable Research (2025) states that a healthy work culture plays an important role in creating a supportive and motivating environment for employees. A positive work culture includes shared values, norms that value cooperation, open communication, and a comfortable and supportive work atmosphere. This study shows that a healthy work culture simultaneously significantly affects the level of employee commitment to the organization.

Employees who feel comfortable and valued in a work environment tend to have a stronger sense of attachment to the organization. A positive work culture provides a sense of security and support for employees to develop personally and professionally. When employees feel valued and recognized in an organization, they are more likely to commit to giving their best contribution. A supportive work culture also strengthens the relationship between employees and the organization, thereby increasing employee commitment to stay employed and contributing to the organization's long-term goals.

The Influence of Employee Competence on Organizational Commitment at the Kraton Regional Hospital, Pekalongan Regency

The results of the study show that employee competence has a significant effect on organizational commitment at Kraton Hospital in Pekalongan Regency. Employees who have a high level of competence, both in terms of technical and interpersonal skills, feel more confident in carrying out their duties. This causes them to feel more connected to the organization's goals and more committed to making maximum contributions. Good competence also affects problem-solving, decision-making, and adaptability in changing situations. Competent employees feel more valued and gain recognition from the organization, which in turn increases their commitment to the organization.

Good employee competence, according to Putra and Safrida (2024), is one of the main pillars in organizational commitment. Employees who feel that they have the skills and knowledge needed to perform their duties well, will tend to feel more satisfied and committed to the organization. This is also emphasized by Brutu et al. (2025), who state that job-relevant skills can increase employee engagement, which in turn increases their commitment to the organization.

Research by Halim and Paramarta (2024) shows that employee competencies affect their commitment to work, where employees who feel competent in their jobs tend to have higher motivation to contribute to organizational goals. Parinding et al. (2024) in their research also found that organizational commitment and organizational culture have a positive effect on employee performance, while competence, although high, does not have a significant impact directly. However, organizational culture plays a significant role as a mediator in linking organizational competencies and commitments to improving employee performance.

In addition, research by Asmawiyah (2024) also supports these findings, which show that organizational commitment and employee competencies each have a positive effect on employee performance. These findings confirm that organizational commitment and competence are the two main pillars in improving performance in the workplace.

Competent employees tend to be more committed to giving their best contribution, as they feel that their efforts are valued by the organization. This is in accordance with the Social Exchange theory put forward by Blau (1964), where the reciprocal relationship between employees and the organization is based on the exchange of mutually beneficial resources. In this case, the competencies that employees have become a form of "resource" given to the organization, which is then reciprocated with recognition and appreciation from the organization, which leads to increased commitment.

Employee competencies, both in terms of technical and interpersonal skills, play an important role in increasing their commitment to the organization. Employees who feel competent in carrying out their duties not only feel more confident, but also more attached to the organization's goals and committed to contributing to the maximum.

The Influence of Internal Locus of Control on Organizational Commitment at Kraton Hospital, Pekalongan Regency

This study also found that the internal locus of control has a significant influence on organizational commitment at the Kraton Hospital in Pekalongan Regency. Employees with an internal locus of control tend to believe that the results of their efforts depend on their own abilities and efforts, not on external factors. They are more proactive in taking the initiative and taking responsibility for their work. Employees with an internal locus of control have higher motivation to achieve organizational goals because they feel they have control over their success. This encourages them to be more committed to the organization, as they feel that their contribution will bring positive results for themselves and the organization.

The Locus of Control theory put forward by Rotter (1966) explains that individuals with an internal locus of control have a belief that they can control the outcome of their actions. This is especially relevant in the context of organizational commitment, as individuals with internal locus of control are more likely to feel accountable for their work and are more motivated to achieve organizational goals. For example, employees who have an internal locus of control

will be more persistent in completing their tasks, strive to learn and grow on the job, and feel satisfaction from their own achievements.

Research by Luthans et al. (2024) states that employees with an internal locus of control have a higher tendency to show commitment to their work, as they feel that their efforts and contributions directly affect the results achieved in the organization. Spector (2023) also supports these findings by showing that individuals with internal locus of control tend to have a greater perception of control over their work.

Further research by Gusdiansyah and Safrianti, (2025) found that the locus of internal control significantly affects the level of organizational commitment. Employees who have an internal locus of control tend to feel more empowered, more confident, and more committed to making their best contribution to the organization's goals, because they believe that they have control over their own success.

The internal locus of control plays an important role in increasing organizational commitment. Employees with an internal locus of control feel that they can influence the outcome of their work and take responsibility for the achievements they achieve. This increases their motivation to work harder, be more responsible, and be more committed to the organization, as they feel that their contributions can result in positive benefits, both for themselves and for the organization they work for.

The Influence of Work Culture on Organizational Commitment at Kraton Hospital, Pekalongan Regency

Although work culture is theoretically considered an important factor in shaping organizational commitment, the results of this study show that work culture does not have a significant influence on organizational commitment at Kraton Hospital Pekalongan Regency. This indicates that although the work culture at the hospital has been running, it is not strong enough to affect the level of employee attachment to the organization.

A supportive, inclusive, and communicative work culture in general is indeed considered to be able to increase employee engagement and loyalty. Employees who feel comfortable, valued, and given room to thrive tend to have a higher commitment to the organization. However, in the context of Kraton Hospital, other factors such as management systems, personnel policies, or working conditions may be more dominant in forming commitments than aspects of work culture itself.

These findings seem to differ from the contemporary understanding of organizational culture, as explained by Choiriyanto and Shohib (2024), asserting that organizational culture is supposed to shape individual values, attitudes, and behaviors in the workplace. However, this is only effective if the culture is truly internalized by employees and implemented consistently across the organization. Without internalization, culture becomes just an empty symbol that does not affect commitment.

In addition, although the relationship between job satisfaction and organizational commitment has long been discussed, a recent study by Praditya et al. (2025) shows that in the context of modern work, employee satisfaction is influenced more by extrinsic factors—such as financial incentives, flexibility of working hours, and the quality of relationships with superiors—than by general or abstract organizational cultural values.

The importance of alignment between personal values and organizational values in building commitments was also reaffirmed by Sulastri (2025), who re-examined the person-

organization fit model. They found that value alignment only has a significant impact on commitment if the organization's culture is actively communicated and perceived in daily practice. Otherwise, the effect becomes minimal.

Further, affective commitment i.e., an employee's emotional attachment to the organization can be strengthened by a supportive work environment, but only if the support is actually experienced by the employee. This is evidenced in longitudinal research by Müller et al. (2024), which showed that employees' perception of consistency between stated values and management's actual actions is the main determinant of affective commitment.

Finally, a culture that supports employee well-being and development does have the potential to increase commitment, but only if it is embodied in real policies. As affirmed by Febrianti et al. (2025), when organizational culture only appears in the form of a vision, mission, or slogan without operational implementation, its impact on commitment is almost non-existent. Employees judge culture not by what is said, but by what is done.

Thus, although the work culture has the potential to strengthen organizational commitment, in the context of the Kraton Hospital of Pekalongan Regency, this influence has not been proven to be statistically significant. This shows the need for further evaluation of how work culture is communicated, applied, and lived by all employees, in order to truly be an effective driver of commitment.

The Influence of Employee Competence, Internal Locus of Control, and Simultaneous Work Culture on Organizational Commitment at Kraton Hospital, Pekalongan Regency

Simultaneously, employee competence, internal locus of control, and work culture have a significant effect on organizational commitment at the Kraton Hospital in Pekalongan Regency. The results of the study show that these three variables work together in shaping employee commitment to the organization. Employee competencies increase their work effectiveness and efficiency, while internal locus of control provides additional motivation for employees to take an active role in achieving organizational goals. A supportive work culture creates a comfortable and harmonious environment, which encourages employees to be more committed. These three factors complement each other and reinforce each other's influence, thus creating a stronger attachment between employees and the organization. Therefore, the Kraton Hospital of Pekalongan Regency can pay attention to these three factors to further increase employee commitment to the organization.

According to Fiddini and Ridaryanto (2024), employees who have an internal locus of control tend to believe that their success is determined by personal effort and ability, not by luck or external influence. This belief encourages them to be more proactive, responsible, and results-oriented, which in turn reinforces their commitment to the organization.

According to Mahendra et al. (2024), a supportive work culture—characterized by an inclusive, collaborative environment, and valuing individual contributions—creates a sense of security and emotional attachment among employees. When employees feel valued, have positive relationships with their bosses and colleagues, and see career development opportunities, they tend to be more committed to making their best contributions.

According to Putra et al. (2024), competence, internal locus of control, and a healthy work culture do not work separately, but rather reinforce each other. Competencies increase work effectiveness, internal locus of control reinforces intrinsic motivation, and a supportive

organizational culture provides an environment that allows both factors to develop optimally, thus creating a stronger attachment between employees and the organization.

Therefore, the Kraton Hospital of Pekalongan Regency can pay attention to these three factors in designing policies and programs to increase employee commitment to the organization. Developing competencies through training and development, fostering a more inclusive and supportive work culture, and encouraging employees to have greater control over their work can be effective steps to strengthen employee commitment and support organizational goals.

CONCLUSION

Based on the results of the research at the Kraton Hospital of Pekalongan Regency, it can be concluded that employee competence, internal locus of control, and work culture simultaneously have a significant effect on organizational commitment, with internal locus of control as the most dominant factor, followed by employee competence, while work culture does not show a significant influence partially. These findings show that employee confidence, personal responsibility, and abilities are the main factors in increasing attachment to the organization. Therefore, it is suggested that Kraton Hospital focus more on strengthening competencies through continuous training, as well as developing internal locus of control through employee motivation, coaching, and empowerment programs. On the other hand, even though work culture has not had a significant effect, organizations still need to build an inclusive, communicative, and supportive work environment, as well as pay attention to the overall well-being of employees. Regular policy evaluations and the implementation of inspirational leadership based on character values are also important steps to create a strong, sustainable, and aligned organizational commitment with institutional goals.

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