

The Effect of Regulation and Organizational Commitment on the Successful Handling of Covid-19 with Job Satisfaction Mediation

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Abstract: This study was intended to determine the effect of DPJP Job Satisfaction Mediating the Effect of Regulation and Work Commitment on the Successful Handling of Covid-19. The smart PLS 3.0 application is used to help analyze this research. All the p-values of the direct relationship variables were below 0.05, except for DPJP's job satisfaction on the successful handling of COVID-19, the p-value was above 0.05. Meanwhile, all p-values of indirect relationships are above 0.05. Government regulation and organizational commitment directly influence the success of handling covid-19, except that DPJP job satisfaction does not directly influence the success of handling covid-19. Meanwhile, the relationship between government regulation and organizational commitment to the successful handling of COVID-19 mediated by DPJP job satisfaction did not have a significant effect.

Keywords: Government Regulation, Job Satisfaction, Organizational Commitment, Successful Handling of Covid-19.

INTRODUCTION

Coronavirus Disease 2019 (COVID-19) is an infectious disease that is a new problem for the global community (New Emerging Disease). This disease is caused by a new type of coronavirus that has never been previously identified in humans, namely (SARS-CoV2)[1,2]. This disease was first confirmed in the city of Wuhan, Hubei province, China on December 31, 2019 as a case of pneumonia. On January 7, the disease was declared a new type of corona virus. On January 30, 2020, WHO began declaring a Public Health Emergency of International Concern (PHEIC) and on March 11, 2020, WHO had declared COVID-19 a pandemic [3]. The first case in Indonesia was recorded on March 2, 2020. The case continued to increase until 70,736 confirmed cases of covid-19 with 3,417 cases died on July 9, 2020. So the Indonesian government declared Covid-19 a public health emergency and must take countermeasures in accordance with the provisions of the legislation [4].

Doctors are medical personnel who play an important role in handling COVID-19 in hospitals other than nurses. Literature study states that doctors are closely related to the physical health of patients [5]. Scientifically, doctors are considered experts and are able to diagnose patients' diseases [6]. Delays in taking action and misdiagnosing diseases can have a negative impact on patients, especially during a

pandemic. Doctors were required to work extra in dealing with the emergency outbreak of the COVID-19 disease. Dress codes (PPE), behavior, social distancing, and wearing masks must be followed by doctors during the COVID-19 pandemic [7]. Rules or known as regulations need to be established to suppress and overcome the COVID-19 disaster outbreak. A handbook has also been issued to assist in the fight against COVID-19. Technically, regulation can be interpreted as a public policy which is a series of activities issued by the government to solve every problem in society, directly or indirectly, through various influential institutions in society. As for those related to being the authority or responsibility and needing a quick response in these government regulations, especially in the health sector in addition to the environment, manufacturing, tourism, and government [8,9,3,10]. Regulation after regulation is drawn up and published to serve as a guide for implementing health services. These regulations can also change rapidly, which is influenced by various factors, such as the number of spikes in cases, the availability of facilities and infrastructure, the change in guidelines in the management of Covid 19, including material factors (both in terms of claims for covid insurance). So that it can affect the job satisfaction of health workers, especially doctors in dealing with patients in hospitals.

Job satisfaction is an emotional condition of liking or disliking work that occurs after a job appraisal of the work experience experienced by the individual. Job satisfaction can be viewed from several aspects such as colleagues, income, or working conditions. Several

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studies examined the job satisfaction of doctors from various factors such as work environment, quality of life, organization or systems, and policies [11-14]. In addition, job satisfaction can also affect the goals and quality of the organization [15,16]. Increased trust and loyalty arising from job satisfaction can strengthen the achievement of organizational goals [17].

Organizational commitment is a strong desire to remain as a member of a particular organization, the desire to strive in accordance with the wishes of the organization, as well as certain beliefs and acceptance of the values and goals of the organization. The strength of the relationship between organizational commitment and job performance was significantly reduced when job satisfaction was added to the model, suggesting a mediating role for job satisfaction. In light of the findings, it was suggested that only a positive relationship between organizational commitment and job performance might not automatically lead employers to achieve an outcome – job performance. Therefore, the secret of success lies in increasing job satisfaction through solutions to increase organizational commitment, thereby increasing performance [18].

Related to this, it is necessary to study how regulation influences success in handling covid-19 by mediating the job satisfaction of doctors who are responsible for handling patients (DPJP) during the pandemic.

This study aims to examine the effect of regulation and organizational commitment on the successful handling of COVID-19 by mediating the job satisfaction of the doctor in charge of handling patients at the Padang City Hospital.

METHODOLOGY

The design used in this study is "Cross sectional", which is to see the regulatory variables and organizational commitment to the success variable in handling Covid-19 with the DPJP doctor's job satisfaction variable as a mediation with a quantitative approach. The study was conducted at the Padang City Central Hospital during March – August 2022. The participants in this study were all DPJP doctors who provided Covid-19 services at the Padang City Central Hospital. We considered doctors who were responsible for treating patients as many as 81 people. The location is specifically determined, namely at the Padang city center hospital. The variables in this study were regulation and organizational commitment as an independent variable, the success of handling covid-19

as the dependent variable, and job satisfaction as a mediating variable.

Study Outcomes

The main result in this study is the p-value of the direct and indirect relationship hypothesis. The measurement of reliability is determined by a p-value equal to or less than 0.05. The results of secondary measurements are used as support in this study, such as the results of descriptive analysis on each variable with a low to very high level. These results are used as a measure of achievement that occurs in the variable.

Hypotesis

H1: Regulation has a positive and significant impact on the success of handling Covid-19.

H2: Organizational commitment has a positive and significant impact on the success of handling covid-19.

H3: Job satisfaction has a positive and significant effect on the success of handling Covid-19.

H4: Regulation has a positive and significant effect on the success of handling covid-19 mediated by job satisfaction.

H5: Organizational commitment is influential and significant to the success of handling covid-19 mediated by job satisfaction.

RESULT

Respondents consisted of gender and DPJP specialists/subspecialists who provided Covid-19 services at the Padang central regional hospital, it can be seen from the Table 1. The characteristics of the respondents in this study were dominated by male respondents (60.5%), and based on specialists/subspecialists dominated by general practitioners (25.9%).

OUTER MODEL ANALYSIS

Outer model analysis was performed using the smart PLS application, used to determine the relationship between latent variables (constructs) and their indicators. The tests carried out on the outer model are Composite Reliability and Convergent Validity (AVE).

In Table 2 the composite reliability value shows that the four latent variables (constructs) have a composite

Table 1: The Characteristics of the Respondents

Characteristics of Respondents	F	%
Gender		
Male	49	60.5%
Female	32	39.5%
Specialist/subspecialist		
Child	8	9.9%
Anesthesia	5	6.2%
Surgery	13	16%
General practitioners	21	25.9%
Forensics	1	1.2%
Neurology	2	2.5%
Obgyn	2	2.5%
Lungs	9	11.1%
Clinical Pathology	6	7.4%
Internal disease	6	7.4%
Psychiatry	1	1.2%
ENT-KL	7	8.6%

Table 2: Value of Composite Reliability and Convergent Validity (AVE) Measurement Model

Variable	Composite Reliability	AVE
Job satisfaction	0.950	0.441
Organizational Commitment	0.856	0.619
Regulation	0.936	0.662
Successful Handling of Covid-19	0.921	0.760

reliability value above 0.6. That is, the indicators that have been set have been able to measure each latent variable (construct) well or it can be said that the seven measurement models are reliable.

The better value of Convergent validity is indicated by the higher correlation between the indicators that make up a construct. The AVE value shown in Table 2 shows that there is one latent variable (construct) that has an AVE value less than the minimum criterion, which is 0.5. So, the measure of convergent validity has not been said to be good or it can be said that it is not yet reliable (invalid). So, it is necessary to remove invalid statements by looking at the Outer Loadings results. There are 6 (six) statements that are smaller than 7 (marked in red) on the results of smart PLS 3.0, namely statements on job satisfaction variables (item 5, item 7 and item 8), statements on organizational commitment variable (items 9 and 10), and statements on regulatory variables (item 20).

After the invalid statement is issued, the outer model is re-measured, with the following results in Table 3. The results of the improvements in Table 3 value of composite reliability show that the four latent variables (constructs) have a composite reliability value above 0.6 (reliable) and have an AVE value of more than the minimum criterion of 0.5 (valid).

Variable Descriptive Analysis

To interpret each variable in a certain criterion, then the interval between one criterion and another is first determined. The amount of interpretation criteria for each research variable is determined as follows [19].

If the value is between 1.00-1.80 = Means the assessment is very low

If the value is between 1.81-2.60 = Means the assessment is low

Table 3: Improvement of Composite Reliability and Convergent Validity (AVE) Measurement Model Values

Variable	Composite Reliability	AVE
Job satisfaction	0.950	0.605
Organizational Commitment	0.885	0.691
Regulation	0.940	0.734
Successful Handling of Covid-19	0.933	0.760

If the value is between 2.61-3.40 = Means the assessment is moderate

If the value is between 3.41-4.20 = Means a high rating

If the value is between 4.21-5.00 = Means the assessment is very high

Based on Table 4 shows that the average score on each variable has a high and very high value. This states that the respondents have had very good job satisfaction, have committed to the organization, and the regulations that have been carried out have also been felt to be good for the respondents. Likewise, the view of success in handling Covid-19 is considered to have been very good in handling it.

Structural Model Analysis

Inner model or structural model describes the relationship between latent variables based on substantive theory. The structural model was evaluated using R-square for the dependent construct. Multiple regression test results can be seen in the Table 5.

Based on Table 5, it can be seen that there is a simultaneous relationship a) regulation and organizational commitment have a simultaneous effect on job satisfaction of 74.6%, and b) regulation and organizational commitment and job satisfaction have a simultaneous effect on the success of handling covid-19 by 80.9 %. While the remaining percentage of these scores are influenced by other variables that are not included in the scope of this study.

Hypotesis Analysis

Hypothesis testing in this study uses Partial Least Square (PLS) analysis which can be seen in Figure 1.

Based on Figure 1 it can be seen the path model in this study. The figure shows the direction of the coefficient path between variables or constructs, where the variables of job satisfaction and organizational commitment are independent variables, regulation as a

mediating variable and the success of handling Covid-19 is the dependent variable. The results of hypothesis testing on the path model can be stated in Table 6.

Based on Table 6, it shows that there is a direct relationship between organizational commitment and the success of handling covid-19, where t-statistic = 3,500 and p-value <0.05. Furthermore, the relationship between regulation and the success of handling COVID-19 also shows that there is a direct relationship with the t-statistic value of 2.519 and p-value <0.05. Meanwhile, the relationship between job satisfaction and the successful handling of COVID-19 shows that there is no direct effect, which is indicated by a t-statistic of 1.465 (smaller than 1.96) and a p-value of >0.05.

In Table 5 it can also be seen that there is an indirect relationship, namely organizational commitment does not have an indirect effect on the success of handling COVID-19 by mediated job satisfaction with a t-statistic value of 0.999 and a p-value <0.05. Likewise, the regulation mediated by job satisfaction has no indirect effect, where the t-statistic value is 1.358 and the p-value is >0.05.

DISCUSSION

In this study, there is a significant regulatory influence in direct line with the successful handling of COVID-19 for DPJP doctors. Likewise, the influence of organizational commitment has a direct influence in the direction of the successful handling of COVID-19. Meanwhile, job satisfaction did not show a significant relationship to the success of handling COVID-19. The indirect relationship mediated by job satisfaction on the success of handling COVID-19 also did not show a significant relationship.

The Effect of Regulation on the successful handling of Covid-19

The first hypothesis (H1) in this study is "there is an influence of regulation on the successful handling of covid-19 at the Padang city center hospital". The results of testing the first hypothesis are accepted, this

Table 4: Variable Descriptive Analysis

Variable	Average Score	Information
Job satisfaction	4.29	Very high
Organizational Commitment	4.17	high
Regulation	4.16	high
Successful Handling of Covid-19	4.24	Very high

Table 5: Multiple Regression Test

Variable	R Square	Adjusted R Square
Job satisfaction	0.746	0.740
Successful Handling of Covid-19	0.816	0.809

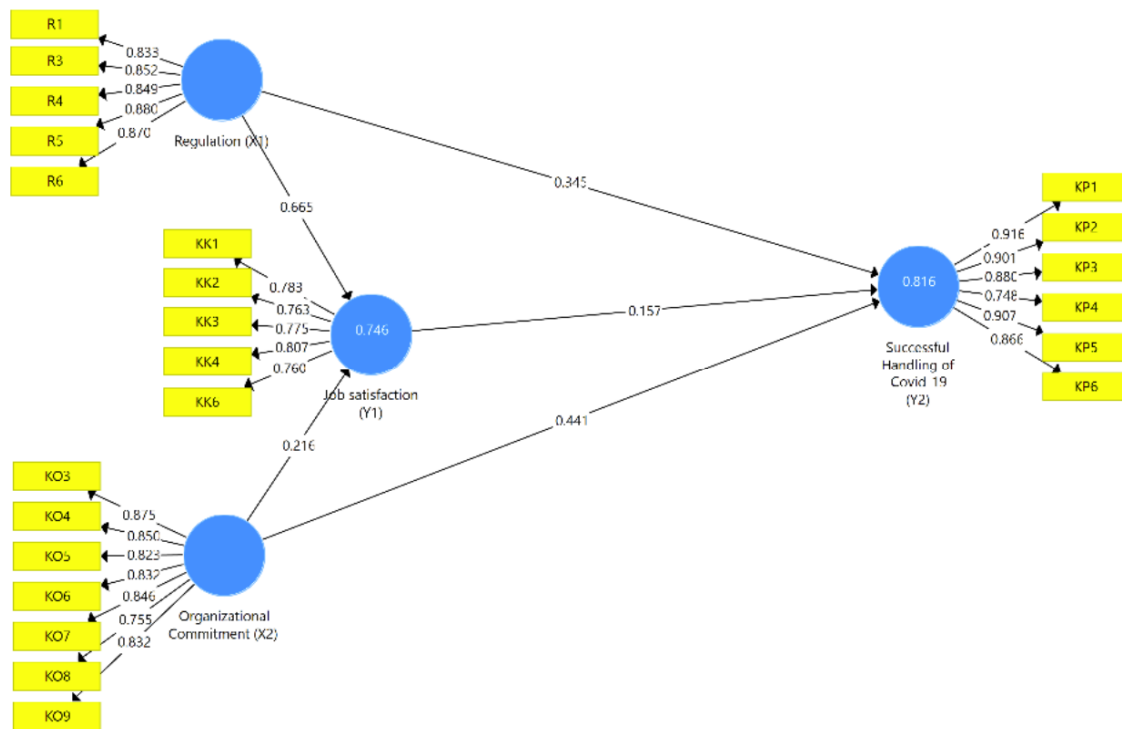


Figure 1: Research Hypothesis Model Path.

Table 6: Direct and Indirect Hypothesis Test Results

Direction of influence	Path Coefficient	T-statistic	P-Value	Decision
<i>Direct</i>				
Regulation → Successful Handling of Covid-19	0.345	2.519	0.012	H1 Accepted
Organizational Commitment → Successful Handling of Covid-19	0.441	3.500	0.000	H2 Accepted
Job Satisfaction → Successful Handling of Covid-19	0.157	1.465	0.143	H3 Denied
<i>Indirect</i>				
Regulation → Job Satisfaction → Successful Handling of Covid-19.	0.104	1.358	0.175	H4 Denied
Organizational Commitment → Job Satisfaction → Successful Handling of Covid-19	0.034	0.999	0.318	H5 Denied

shows that the regulatory variables significantly influence the success of handling Covid-19 at the Padang city center hospital. From this research, it can be concluded that regulation is a very important factor for the Doctor in Charge of Service (DPJP) in providing health services during the COVID-19 pandemic.

Regulations in handling Covid-19 are based on statistical data that serves to standardize and stabilize uncertainty in the increase in Covid-19. In hospitals, regulations play a very important role in determining the direction of service during the pandemic, determining the medical devices used during the pandemic, the availability of beds, and the capacity of ventilators and other medical devices. The importance of regulation in handling Covid-19 can reduce the rate of growth of Covid-19 infections, such as; keep your distance, wear full PPE, wear a mask, wash your hands with soap, work remotely [20].

This research is in line with research on narrating the crisis: moral regulation, overlapping, responsibilities in Covid-19 in Canada. This research proves that regulatory aspects during the Covid-19 pandemic can provide influence and insight on public health, can explicitly reduce the rate of Covid-19 infection, and can reflect and strengthen conjunctural norms related to government [20].

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This research is also in line with research on COVID-19-related substance use services policy changes: Policymaker perspectives on policy development & implementation.

The results of the study show that success in handling COVID-19 has made policymakers switch to a more inclusive knowledge approach. The COVID-19 pandemic has changed regulations for drug use services, changed to stay-at-home orders and physical distancing, so that the New York government can overcome barriers to the adoption and implementation of new regulations including drug/service supply, lack of integration, stigma, and over-criminalization [21].

The Effect of Organizational Commitment on the successful handling of Covid-19

The second hypothesis (H2) in this study is "there is an effect of organizational commitment on the successful handling of covid-19 at the Padang city center hospital". The results of testing the second

hypothesis are accepted, this shows that the organizational commitment variable has a significant effect on the success of handling COVID-19. This means that if organizational commitment can be increased, it can directly increase the motivation and performance of medical staff in providing optimal health services in handling COVID-19 so as to increase the success of handling COVID-19.

Organizational commitment can be defined as the identification and involvement of an organization where a person / individual works. Organizational commitment can be described as a complementary concept of the affective, continuous, and normative components of commitment, where affective commitment reflects emotional attachment and desire to remain in the organization. High organizational commitment to staff can increase staff motivation and performance at work [22].

The success of handling Covid-19 can be interpreted as the performance achievement of the ability of medical personnel in hospitals. In line with the results of this study, [23] stated that performance will increase with increasing organizational commitment. These results show that there is a significant positive relationship between organizational commitment and performance [23]. According to [24] in his research also states that affective organizational commitment can show the level of productivity in employees and the possibility of quitting is small. Employees who have an attitude of organizational commitment usually have good insight and interpersonal relationships and feel that their work is in line with expectations [24].

Empirically this research is in line with research on The Effect of Organizational Learning on Organizational Commitment, Job Satisfaction and Work Performance, in which the research results show that there is a positive relationship between organizational commitment and work performance, this increase in organizational commitment among public managers increases knowledge, improve abilities and skills so that they can improve employee work [25,26].

The Effect of Job Satisfaction on the Success of Handling Covid-19

The third hypothesis (H3) in this study is "there is an influence of job satisfaction on the success of handling covid-19 at the Padang city center hospital". The results of testing the third hypothesis are rejected, this shows a negative relationship between job satisfaction

variables on the success of handling covid-19. This means that the job satisfaction of the Doctor in Charge of Service (DPJP) has no effect on the success of handling COVID-19 at the Padang city center hospital.

The Covid-19 pandemic can affect workloads, nosocomial infections, violence, isolation from family, despair can make health workers, especially doctors as the frontline in handling Covid-19, vulnerable to anxiety, fear, depression, and insomnia. Mental health disorders in medical personnel can affect performance, interpersonal communication, productivity, organizational commitment, and job satisfaction [27].

Job satisfaction is considered a global concern in an institution to improve the quality of services provided, as well as foster a suitable work environment in health organizations, and the absence of job satisfaction by medical personnel can affect the services provided to patients directly or indirectly. Low job satisfaction of medical staff can be a factor causing medical staff to leave their current job. Intention to leave work due to lack of job satisfaction can be the most accurate predictor of medical staff's intention to seek a new job [28].

Empirically, this research is not in line with research on relationship satisfaction in the time of covid-19: the role of shared reality in understanding partner support for frontline health workers. The sample in the study was the frontline medical personnel, namely nurses, the results showed that there was a positive influence on the job satisfaction of nurses during the COVID-19 pandemic [29].

Job satisfaction can have an impact on improving performance. In addition, the results also found that a conducive work environment will trigger employee job satisfaction. job satisfaction that has an impact on employee performance, and is influenced by salary, promotion, job safety and security, working conditions, job autonomy, relationships with co-workers. So that it can be stated that the differences in the results of this study can be due to other factors such as salaries, promotions, or work environments that have not been felt optimally so that they affect the job satisfaction variable [15].

The Effect of Regulation on the Successful Handling of Covid-19 Mediated by Job Satisfaction

The fourth hypothesis (H4) in this study is "there is a regulatory effect on the successful handling of covid-19 mediated by job satisfaction at the Padang city

center hospital". The results of testing the fourth hypothesis are rejected, this shows that the regulatory variables mediated by job satisfaction have no significant effect on the success of handling Covid-19 at the Padang city center hospital. It can be concluded that job satisfaction has not been a factor in determining the success of handling Covid-19 mediated by regulations in improving Covid-19 services at the Padang city center hospital.

Regulations are regulations or policies made by governments, institutions, and organizations in making a policy that can provide benefits to the organization or institution. The importance of pandemic and epidemic management depends on civil society's compliance with the rules, regulations and directives issued by government and public health authorities. Because pandemics can spread rapidly globally, the international community has an interest in understanding the factors that enhance or hinder adherence to various measures directed at containing the spread of infectious diseases [30]. So that regulation can be associated with leadership style.

Job satisfaction in health workers is how well individuals enjoy what they do as careers, so that they can improve the performance of medical personnel in providing optimal services, especially in handling Covid-19 [31]. Job satisfaction is considered a global concern in an institution to improve the quality of services provided, as well as foster a suitable work environment in health organizations, and the absence of job satisfaction by medical personnel can affect the services provided to patients directly or indirectly [28].

Policy is an action proposed by a group of people, institutions, institutions, governments, leaders within the organization by showing the obstacles and opportunities for the implementation of the proposal in order to achieve organizational goals. Policy

Implementation is what develops between the formation and clear intention on the part of the government to do something, or to stop doing something, and the ultimate impact in the world of action [32], so that regulations/policies can be obtained from a leadership in an organization.

Empirically this research is not in line with the research of Irwan *et al.* (2020) [33] which states that the leadership style mediated by job satisfaction has a significant effect on employee performances [33].

Likewise, research by Jameel & Ahmad (2020) [34] shows that leadership style has a significant influence on employee performance [34]. So the results in this study are findings where job satisfaction which mediates regulation on employee performance does not have a significant effect, this can be caused by several factors such as; rewards, compensation, working conditions, and motivations that workers take for granted [35].

The Effect of Organizational Commitment on the Successful Handling of Covid-19 Mediated by Job Satisfaction

The fifth hypothesis (H5) in this study is "there is an influence of organizational commitment on the successful handling of covid-19 mediated by job satisfaction at the Padang city center hospital". The results of testing the fifth hypothesis are rejected, this shows that the organizational commitment variable mediated by job satisfaction does not significantly affect the success of handling Covid-19 at the Padang city center hospital. This research can be concluded that organizational commitment has not become an important factor in determining the success of handling Covid-19 mediated by job satisfaction.

Organizational commitment is the ability and willingness of an organization to provide fulfillment of workers' rights in accordance with applicable regulations. Meanwhile, direct competence is also the rights that workers receive from an institution, both in cash and non-cash. Effective organizational commitment can be determined by an organization's policies related to employee welfare, such as basic salary, benefits, career, and a comfortable work environment. Covid-19 that occurs in all countries can provide theoretical calculations, it will be well monitored how the organization's commitment runs optimally in handling Covid-19, because Covid-19 can have a multidimensional impact on various world sectors [36].

Job satisfaction and organizational commitment are important attitudes in assessing a worker in an organization, when workers are satisfied with the organization they work for, they will have a high commitment to the organization and will not look for other ways. Job satisfaction is the beginning of an organizational commitment [37].

CONCLUSION

There is a significant direct relationship between regulation and the successful handling of COVID-19.

Organizational commitment also shows a significant direct relationship to the successful handling of COVID-19. Meanwhile, the job satisfaction of DPJP doctors did not show a significant direct relationship. The effect of regulation on the successful handling of COVID-19 by mediating job satisfaction also does not show a significant relationship. Likewise, the effect of organizational commitment mediated by job satisfaction on the success of handling COVID-19 does not show a significant relationship.

DECLARATION OF CONFLICTING INTERESTS

No potential conflict of interest relevant to this article was reported.

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