A Study Organizational Commitment In Work Stress Resulting From Standard Operational Procedure

Yupono Bagyo

Abstract: *Qualitative research in X-Hospital, want to find answers why the stress of work and deep commitment organizational declining, especially in the finance and whether it is a result of their carelessness or the impact of other parts. Incidence of occupational stress resulted in a violation of the stadard operating procedure (SOP). To find the answer is traced from the Performance. SOP implementation occur because of a conflict of interest among nurses. The cause of these problems can not be separated from the person of culture in each unit. Person culture is made up of sub-culture that is inherent in human resources, resulting in job stress in all units and many of the employees who work carelessly even many who came out. The key to the settlement of conflicts of interest focuses on the interests and needs of the individual. Finally found that commitment that is able to bring his subordinates to work in accordance with the SOP, Interpersonal Conflict, Conflict of Interest, can be avoided and can relieve the stress of work and changing the culture person to be a role culture with persuasive approach will increase organizational commitment,*

Keywords: *Person culture, Interpersonal Conflict, Conflict of Interest, organizational commitment.*

I. Introduction

X-Hospital became reference some clean hospital as management, accounting and financial systems are clean, and the payroll system which is based on performance encouraged researchers to determine what management tips are able to drive high commitment in the midst of a very tight competition today. Since its establishment has been initiated on the Performance Management System with the goal to facilitate the computerized reporting system and to prevent financial fraud, especially fraud section receipts and disbursements.

The complexity of the management information system (MIS) can be a potential source of conflict in the emergence units (EU) of an organization, especially a conflict stemming from the Human Resources (HR), with different backgrounds have different purposes in the work (Davis and Newstorm, 2002). Given the difficulty of getting human resources integrative solution between work units and employees, it is necessary to support a third party as a mediator to resolve the short-term and long-term which refers to the fulfillment of the needs of each Human Resources with regard sub-culture that exists (Spaho, 2013).

According Kushandayani (2010), Collaboration and relationships between elements in the hospital in providing services became result in a high complexity hospital organization. One example of a high complexity in the hospital registration system which is connected from one unit to another unit, so that if one of the units do not work properly, other units will be halted. These conditions often cause collisions that lead to conflict. Katz (2006) says that in a complex organization the possibility of a greater conflict. Conflict is a natural process that occurs because of the interaction of two or more persons, or two or more groups in a shared decision-making (Cummings, 1999, Gallo, 2012).

Given the extent of the impact of a conflict on employee performance can not be avoided, then the management should be able to manage conflict effectively. To address this, the management needs to ask "what" and "why" instead of "who" to get the root of the problems in the process of conflict resolution (Tosi, et al., 1990) Violations of the Standard Operating Procedures (SOPs) in a single unit, resulting in chaos on the other unit and individually will lead to various forms of conflict. According to Tosi, et al. (1990) there are five models of reaction due to the conflict, namely: Competing, Avoiding, Accommodating, compromising, Collaborating. The fifth model is divided into two categories: Assertiveness and Cooperation or forself Concern and Concern for others. Reactions to the conflict depends on the accuracy in using the model. (Miller, 2008). Employees who receive the intervention will turn out to be avoiding because they feel better avoid the conflict of having to always compromise on conditions that are not in accordance with expectations. Avoiding the lower categorized in terms of Concern for self and low on Concern for others. In this reaction model often avoid conflicts when someone does not have the ability to resolve conflict, this is going to reduce the pressure that is at a lower position power. In addition, employees will work potluck in reaction to conflict Accommodating categorized, Concern for low and high self Concern for others, this shows a high sense in order to create a peaceful atmosphere (Kushandayani, 2010).

Employees had a reaction to conflict Accommodating categorized, Concern for low and high self Concern for others, this shows a high sense in order to create a peaceful atmosphere. Sub-culture is inherent in

each employee so that the characters were created very influential on the reaction of the conflicts that exist and each one makes a strategy in accordance with their respective interests. There are more selfish and some are avoiding conflict because they feel their existence is not very instrumental in the hospital. Avoiding models experienced by employees in a particular unit is avoidance reaction, the reaction is carried out by employees due to many considerations with respect to the existence of things that are most important unit. Other reactions Accommodating leaning on the model, because it is considered appropriate to avoid continuous conflicts and hope in the future there is a change. Competing and accommodating attitude when used in excess will also have the adverse effect. Excessive accomodating attitude will cause them lost of respect, especially to lose recognation they will be seen to be weak (Tosi, et al. 1990), all accounting processes and other systems will be discontinued, the patient's family complained that layannya slow and indirect result was the collapse of the image organization. Another impact is the birth of the apathetic nature of all units and low qualities of mutual help, honest and polite, loyal, mutual respect and a willingness to take the initiative to decline. Operational Control Processes

Operational control of the process is very complex, involving various units within the organization. Operational control process includes daily activity level, operational level and strategic level (Siira, 2013) organized in three levels are integrated so that top management can directly observe the activities of the organization. All units in the organization of work in a process that consists of performance control variety in the flow loop as follows:

Performance Control in X-Hospital
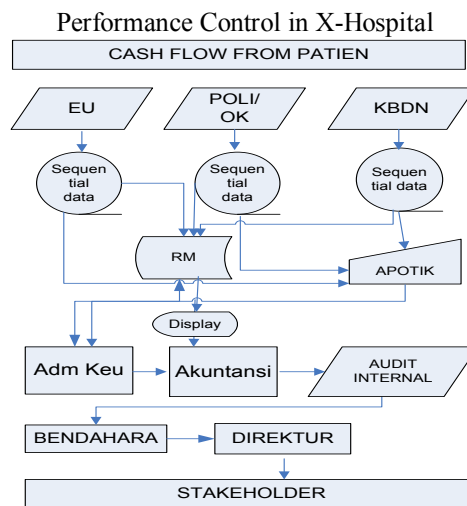
In this flow of incoming information has been through an audit, so that the results of the report made by the directors has accepted accounting can otherwise reasonable, so it can be used as a planning and budgeting. Andayani (2007), grooves are arranged to provide a report that is fast, accurate and accountability as well as to prevent fraud. the advantages of hospital in the fast service and responsibility to stakeholders, in addition to reporting systems iniakan facilitate management in making policy decisions and strategy formulation. The groove is a picture of a Performance Management System (PMS) as follows:

Process Control Performance Organization (Andayani, 2007)
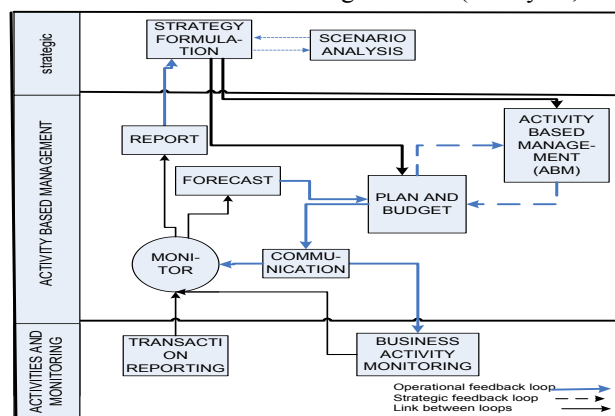
In the first loop is Strategic Feedback Loop that starts with the preparation strategy company and conducted an analysis of scenarios to be faced by the company. The results of the formulation will be input to the organization with planning and budgeting organizations exist. The second loop is a feedback loop which becomes operational responsibilities and activities of the company managers in implementing strategies that have been implemented consisting of Planning and Budgeting, Communication, Monitoring and Forecasting. Andayani (2007). Specificity of surgical services contributor problems of the interpersonal conflicts among the operations team in the emergency department. Nurse and doctor X was senior coordinator of the EU juniors than X are not comfortable, do not have the authority as a coordinator to work in the EU, thus resulting in interpersonal conflict doctors felt they had no authority to execute the task set out in the SOP, will revoke the doctor's license it. In the preliminary observations made by the researcher, obtained assuming that the reason for the revocation of the doctor's license by both surgeons due to unfair treatment in terms of authority task. The assumption of the data obtained from interviews and observations at several informants doctor, nurse or other EU doctors. According to the theory of Robbins (2011) regarding the intensity conflict has reached a stage cotinum Assertive verbal attacks. If this is not immediately addressed feared higher conflict is on the stage of threats of violence and so on. It certainly can affect the commitment, performance and sustainable. This study focuses and describes how the roles and responsibilities in the EU, and the presence of interpersonal conflict that resulted in the ineffectiveness of the performance management system that is composed of management. Roles and responsibilities as well hunbungannya with the physician job satisfaction. Management of the patient in question is the management of the patient to the doctor's instructions keperawat authority. It is in view of the run SOP compliance and commitment of the members of the organization who are involved in it. . Katz (2006) show that there is a conflict in the management of patients in hospital 50% - 70%, and 48% of them are conflicts among physicians. Conflict would thus interfere with the commitment Affective commitment, continuance commitment, and Normative Commitment (Meyer, 1993, 2002).

II.   Methods
This study focus on how the case is not carrying patient data in the Rekammedis, Administration and finance as well as the data in Pharmacies. Distribution of information in the form of the data associated with the problem of conflict physician EU with all units. Setting The study provides specific context so as to give a specific meaning also includes the meaning of the interaction between nurses, doctors and all the lines in the organization. The research method used was a qualitative study with a case study approach, the verification results of the implementation of the recorded assignment of the finance and general administration and record the results of employee views of the management.

Sources of data on phase one study was informant and documents from the administration, finance and general, as well as in the EU. Preliminary studies determined that the informant was taken with the context and constraints of small amounts. Sampling is iterative (repetitive), rolling and progressing (Norman & Lincoln, 1997). Key informants in this study were physicians EU and the IPS (GT). Other informants in this study were as many as five people attending physician, one nurse Head, Head of the room one person, Owner represented by informants who are considered senior and as pemakarsa establishment of this hospital as much as one person. The total number of interviews to be in as many as 5 people. Whereas in stage two is the cross phase data taken from the records of the performance of the informant and the attending physician There are 4 techniques of data collection in this study, namely; 1 non-participatory observation of the research object or passive participation. Researchers came to the activities of the Inpatient Nurse Station and the EU. Observations include; look at the history of incoming data and unstructured interviews with a guidance interview only on the outlines. Researchers use a tape recorder in an interview with the informant for later transcribed. This recording is done there are openly disclosed to the respondent and hidden (hidden) form .Data performance data handled by informants and nurse related. The data analysis performed in this study using a concept developed by Miles & Huberman (Norman, 1997) is a series of continuous activity starting from the data collection, data reduction, the data display, conclusion or verification. In this study focuses on the patient's stage of recording procedure entry through the EU regarding administrative records of patients treated.

III.   Findings
Management of patient data in the EU, the causes and effects of conflict. Patient non-referral criteria that patients who come alone without any introduction or referral to a particular physician and patient referral is the patient who came in with a preface from the outside and is intended for physician tertetu. This activity is carried out in general administrasidan unit as a focus of research and analisinya unit is the patient referral. Furthermore, when the patients examined, at the same time be recorded in the computer, from the results of the examination of patients reported that the data obtained is not recorded dikomputer, which should complete identity data recorded on the identity of the patient. This led to a conflict between the two doctors. The impact

of the conflict at the time the patient will complete the administration of the patient's name, the reporting transaction is not recorded in the performance management system (PMS)

IV. Discussion

Conflicts that occur in the process Based Process The level of conflict is insufficient or excessively can hinder the effectiveness of a group can lead to decreased job satisfaction over the lack of stakeholder management. According to Moore (1986), there are five categories of conflict: the data, relationships, values, structures and interests, it can be seen from the results recorded as follows: *"....... Already the father, (the name of the researcher) ...... already noted, ... for details can be asked in the EU ....* "WDB1150311C2

The head nurse said that because the patient's name already exists in the inspection sheet. Then the researchers asked the EU, there is the name of the patient YY what? B in the EU replied: *"patients who are looking for true father yesterday evening that join the EU but now in space edelwais."* WDB214042011CI
Stages of the conflict, Robbins (2011) says that a person reacts through several stages of development as the conflict. Stages of the conflict in this hospital, the conflict has been the fifth stage which leads to a conflict of interest

The causes of conflict in the Data Analysis Center

Conflict is something that is almost impossible to be separated from public life. As long as people still have   interest,   will   and   aspirations,   conflicts   always   "follow   them". The causes of conflict in the hospital organization is not performing their duties as set out in the SOP, among them the EU does not make the data input to the computer, but only manually written.

Problems caused by irregularities in reporting the lack sharpness EU chief says: *.... The friends ...... I have to remind to work according to the rules, guys are still not running well ... .. sorry sir ...* KPY 4576477JMK

As a foster responsible for his subordinates, using a style behavior as a decision-making style to remind their subordinates. Low tolerance to the behavioral style ambigusitas and social care for the environment. *"I actually had to remind nurses of X, we have used a full computerized system ... you have to follow"* NBF61398098KHJ
"Well sorry. Fear ... because the same X, ... "RPU02757821510DAQ

Such a form of fear, dragging all the employees be considered on their X, consequently he simply commenting on the orders of their superiors, because they assume X is a senior nurse and over the age of the head of the EU. PMS malfunction as well as members of the organization do not understand the obligations they have to do, such as greeting GT in the following IPS: *"Although the director or deputy director of the ruling, I will only carry out tasks assigned DT"* 030102_005

Irregularities also occur in the Security section, was called KT Dir.II dengaan any member of the security in respect of which no entry without notice KT are supposed to report the Administari Finance and the General, but he says:
"I'll mr. Yu .. phone dr. DT .... ". 030102_002

Any deviations from the SOPs, proper and appropriate theory is a theory of culture by (Schein, 2004) divides organizational culture into 4 culture, power culture, task culture, role culture and person culture. Some effort can be held simultaneously by the organization, and even each fields and units within the organization may   have   a   different   culture   -   different. The dominant culture in the EU is a person of culture, as the culture is very individualistic and private interest takes precedence over the interests of the organization (Hofstede, 2002). Individual cultures are common among medical and lawyers. Individual culture is difficult to set up, but can only be addressed. This culture rejects the existence of formal rules and solely to meet the needs of individuals. Attitude Head of IPS and Security can not be separated from the sub-cultur attached to the individual (Mannion, 2010). As a result, commitment of employees in all parts decreased (Rhoades, 2001)

V. Alternative Solution

Short-term solution to overcome the problems that occur immediately to all members of the unit always make a written report and incorporated into the information system technonogy (IT), all members should work sssuai with SOP. Because the SOP can be used to measure the performance of employees and the organization SOP is important to develop a plan that is made on the basis of PMS. Before stepping on the stage of completion, the management should first know the basic needs of each unit and its members.

The key to the settlement of conflicts of interest is focused on the interests and needs of the individual, the solution is a solution that can meet the needs of all parties. Given the difficulty of getting the integrative and solutions to meet the needs of all parties, hence the need for assistance from a third party. Miller, (2008) said, the presence of a third party is often required to help resolve difficult conflicts solved by individuals or groups

in conflict either after an informal discussion or negotiation. The presence of a third party as a mediator can facilitate existing disputes, but does not set policy or it could be an arbitrator makes a decision based on the arguments and explanations or even proposals from parties - parties to the dispute.

Mediation way, the conflict in the X-Hospital is a conflict of interest. When referring to Moore's theory, then an alternative solution to potential conflicts of interest one of which is to develop integrative solutions and can meet the needs of all parties. The solution must focus on interests rather than to the position. Therefore, the fulfillment of individual interests - each party is the key to completion of this conflict of interest. This settlement is not easy, should involve a third party as a mediator to facilitate communication between the warring parties. Moore also classify the typology of mediators, namely social network mediator, mediators authoritative and independent mediators.

Typology that is relevant to conflict resolution in the X-Hospital is a type of social networking is concerned still have networks or social relations, especially with the X-Hospital. In this case it is the owner who in segani by the owner to another. This owner is a person who initiated the establishment of the X-Hospital, which is expected to bring or recall the commitments and goals of the establishment of the hospital. In addition, the X-Hospital leaders must be able to pay attention to the interests of each - each personnel involved in the operations management team.

How to Negotiate, Robbins (2011) says that the only way to resolve the conflict of interest is to negotiate. Negotiation is a process is two or more parties exchange goods or services and attempt to agree on the agreed exchange. There are two kinds of supply model which is commonly used in the negotiations, namely distributive bargaining and integrative bargaining. Referring to the theory of Moore (1996) and Robbins (2011), conflict resolution is expected to be done by way of short term and long term. Short-term settlement is by way of distributive bargaining, which perform tasks in accordance with SOP and should be consulted if there is a problem with the head of each unit respectively.

Referring to the theory of Robbins, by integrative bargaining in relation to the organization, offers integration is preferable to offer distribution, because the foundation is a long-term relationship. The integration binding offer each - each negotiating parties and when they leave the bargaining table feeling satisfied. Conditions expected in the range of conflict resolution aspiration A is assumed to be X and B are assumed to range aspirations as head of the EU can be focused on the range of the deal. It is indeed difficult to do given the aspirations of each employee so individualistic that is not easily implemented. However, this can be circumvented by presenting a third party that is expected to bridge the negotiations on the agreement between the parties bersiteru, although this process takes a long time Long-term settlement in question is the evaluation of the X-Hospital development process as a whole. Such efforts can be initiated by means of which: Restoring the function and authority of the whole hospital management for the betterment of the X-Hospital. Efforts are: (1) Restore function and management authority in managing hospitals in other words Hospital Hospital staff by law and by law executed by the firmness of the management in the implementation. (2) Changing the cultur person to be a role culture with Persuasive approach.

Persuasive approach taken is (1) an Institutional Approach to the Management which is between the owner, the owner hopes to provide input to the X-Hospital management to be used as a reference in policy making: (2) the individual approach to the parties involved in the conflict. With the hope to explain openly and involve them in the preparation of the patient distribution policy. It aims to provide a view that this hospital needs for future development and it is possible to add resources: (3) the approach to the management of the entire owner in hopes of getting input management collectively used as an input for policy making hospitals. The foregoing is intended to form Role culture, so that the organization runs in accordance with the applicable rules. Good organization is certainly not easily influenced by the intervention and pressure from other parties.

VI. Limitations Of Research

This study does not mengggali further, but only gives a description of the conflict and its causes, so that the recommended settlement is theoretically settlement is not empirical, therefore Completion solutions necessary for further research. Future studies are expected to dig deeper into the needs of the team, task requirements and individual needs is unity and can provide a solution to the conflict there. In addition it is expected to result in conflict resolution measures of short-term and long-term and be done with qualitative methods. The study can be followed by more concrete steps through focus group approach discustion (FGD) and the preparation of a plan of action up to the implementation. So it is more beneficial for the survival of X-Hospital.

VII. Conclusion

Management is not running as it should because of the power of culture, and culture is not the task progressed, but emphasizes the role of culture and cultural person of culture. The tendency of the onset of the role of culture and person culture that is not based on SOPs will lead to conflict and the role of the organization is not run according to the existing structure. Interpersonal conflict in the respective employee has a conflict of interest. Conflicts of interest here once thick with the issue of money, and this is in accordance with the definition of conflict of interest, one of which is a substantive interest including money. and the impact that can be caused as a result of injustice, it needs to be explored in depth about each doctor's expectations are different depending on their perspectives on their interests. The difference between one's desires and expectations with others will lead to interpersonal conflict.

VIII. Suggestion

Referring to the discussion above, there are several inputs to the management, namely: (1) Immediate addressing these problems with conflict resolution efforts "Resolution conflict" with the aim of addressing the causes of conflict and strive to build a better relationship to all the elements involved. (2) Conduct by reference sub-culture approach to each resourcess involved to be able to understand them more deeply, so that the goal of conflict resolution can be accomplished. (3) Required firmness of the director to start work in accordance with SOP and Jobdescription. (4) Considered the owners need X-Hospital immediately intervene to assert that management must return to the functions and authority of the hospital and the hospital staff bylaw effectively bylaw to progress hospital in the future.

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