The Influence of Self-Regulation and Career Maturity on Non-Medical Employees' Organizational Commitment at M. Th. Djaman Regional General Hospital, Sanggau Regency

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Abstract. This study investigates the link between the organizational commitment, self-control, and career maturity of non-medical staff members at M. Th. Djaman Regional General Hospital in Sanggau Regency. Saturation sampling was used to sample thirty people. Multiple linear regression, correlation coefficient (R), coefficient of determination (R2), partial tests (t test), simultaneous tests (F test), and so on were among the data analysis approaches. Organizational commitment, professional maturity, and self-control all showed strong correlations in the multiple linear regression equation, with a correlation coefficient of 0.502. For 74.8% of the total, organizational commitment is explained by components not included in this study, with self-regulation and professional maturity accounting for 25.2% of the total. The determination coefficient (R2) was 0.252.Non-medical staff members' organizational engagement at Sanggau Regency's M. Th. Djaman Regional General Hospital is greatly influenced by restraint and mature professional conduct. Self-regulation had a considerable, although not entirely positive, impact on non-medical staff members' organizational commitment (0.033). Career maturity had an influence on non-medical staff members' organizational commitment, with a significance value of 0.025.

Keywords: Self-regulation, Career Maturity, Organizational Commitment

1. Introduction

The development of the 5.0 era currently brings quite significant changes to various aspects of life. As time goes by, with the increasing indirect impact of these aspects, new standards for human quality are set, thus enhancing competitiveness among individuals. Speaking of humans, organizations cannot be overlooked. They are the places where individuals can contribute to and develop their abilities and values. Every organization is required to have good and qualified human resources (HR). Additionally, individuals are expected to have high competitiveness to dedicate themselves to the organization, as good HR is the key determinant

of an organization's success.

A hospital is an institution operating in the field of healthcare. A hospital is defined as an organization that offers full individual healthcare services, including inpatient, outpatient, and emergency services, according the Republic of Indonesia's Decree of the Minister of Health No. 340/MENKES/according/III/2010. The second-level local government of Sanggau Regency owns the M. Th. Djaman Regional General Hospital (RSUD), which is situated on Jenderal Sudirman Street in Ilir Kota, Kapuas Subdistrict. This has been regulated by the Decree of the Minister of Health of the Republic of Indonesia with Number: 102/MENKES/SK/I/1995. RSUD M. Th. Djaman holds a class C hospital status and has the authority as a Regional Referral Hospital in West Kalimantan. In carrying out its duties, M. Th. Djaman Sanggau Regional General Hospital functions as follows:

1. Developing the goals and objectives set out in the healthcare services sector.
2. Offering medical care and services for health recovery in compliance with hospital regulations.
3. Organizing education, guidance, and training for both structural and functional human resources to enhance their ability to provide maximum healthcare services.
4. Coordinating the planning, control, and supervision of health programs.
5. Conducting research and development and enhancing technology in the field of healthcare while considering the ethics of health sciences.

RSUD M. Th. Djaman in Sanggau Regency is assisted in performing its duties and activities by human resources, which include contracted employees and non-contracted employees. The number and classification of employees according to departments and fields at RSUD M. Th. Djaman in Sanggau Regency can be seen in the following Table :

Table 1. RSUD M. Th. Djaman in Sanggau Regency:

Number of Medical and Non-Medical Employees
According to Fields in 2022

No.	Job Position	Amount			
		State		Non State	
		Non-Medical	Medical	Non-Medical	Medical
1	Director	1	-	-	-
2	Administration Department	12	-	27	-
3	Medical and Nursing Department	9	-	29	-
4	Planning and Finance Department	10	-	15	-
5	Medical and Non-Medical Department	9	-	17	-
6	Installation Department	-	146	-	172
	Amount	**41**	**146**	**88**	**172**
	Total	**447**			

The RSUD M. Th. Djaman Kabupaten Sanggau employs 447 people in total, as shown in the table above. They are divided into civil servant (PNS) and non-civil servant (Non PNS), each

further divided into medical and non-medical personnel. From the data above, there are 6 departments in RSUD M. Th. Djaman Kabupaten Sanggau. It is noted that the percentage of non-medical personnel is 29.53%, while medical personnel account for 71.14%.

To track employee attendance, RSUD M. Th. Djaman Kabupaten Sanggau implements a manual attendance system as well as a fingerprint-based system. Since 2019, non-medical personnel have been using the fingerprint-based system for attendance. This is done to promote discipline and enhance supervision. Using the fingerprint system allows for easier and more detailed recording of employee presence and absences compared to manual attendance alone. However, medical personnel in RSUD M. Th. Djaman Kabupaten Sanggau still rely on manual attendance. In this case, there have been numerous manipulations in attendance records by employees, rendering the attendance results less reliable for research purposes.

Based on these circumstances, the author decided to conduct research on non-medical civil servants at RSUD M. Th. Djaman Kabupaten Sanggau. Attendance is recorded when employees arrive at 08:00 AM and leave at 04:00 PM. The level of attendance for non-medical civil servants at RSUD M. Th. Djaman Kabupaten Sanggau from 2019 to 2021 can be seen in Table as follows:

Table 2. RSUD M. Th. Djaman Kabupaten Sanggau Civil Servant Non-Medical

Employee Attendance Rate 2019-2021

Year	Working Days	Number of Employees	Working Days x Number of Employees	Absence			Total Absence	Absence Rate (%)
				Sick	Permission	without explanation		
2019	252	40	9.680	34	32	1	67	0,69
2020	253	40	10.080	51	29	3	83	0,82
2021	252	40	10.120	73	37	5	115	1,14

Table 1.4 above shows that there was a 23.88% rise in the attendance rate of non-medical civil servants at RSUD M. Th. Djaman Kabupaten Sanggau in 2020 and a 38.55% increase in 2021. It is evident that the number of employee absences has been consistently increasing each year. According to Hacket and Gunion (1995) in Nimran and Amirullah (2015:52), "Employees with high commitment will have an impact on their satisfaction with their work, and their absenteeism rate will decrease." Wibowo (2016:435) stated that "Employees with organizational commitment usually have good attendance records." Hence, it can be said that the level of commitment among non-medical Civil Servants at RSUD M. Th. Djaman Kabupaten Sanggau is still relatively low.

Based on an interview conducted by the author with Mr. Atus, S.K.M., Head of the Personnel Department in the Administrative Division at RSUD M. Th. Djaman Kabupaten Sanggau, the highest increase in absences in 2020 was due to the high number of COVID-19 cases, which resulted in a significant portion of the employees testing positive and having to undergo self-isolation. Additionally, the lack of motivation and initiative among some employees in

carrying out their duties was identified as one of the factors contributing to the high absenteeism rate.

As for the number of disciplinary violations by employees based on type at RSUD M. Th. Djaman Kabupaten Sanggau, referring to the Republic of Indonesia Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, as seen in the Table below:

Table 3. RSUD M. Th. Djaman Kabupaten Sanggau Number of Sanctions by Type
Year 2019-2021

No	Violations Type	Year		
		2019	**2020**	**2021**
1.	Minor Disciplinary Actions			
	a. Verbal Warning	2	5	6
	b. Written Warning	4	3	1
	c. Written Statement of Dissatisfaction	0	2	7
	Total	**6**	**10**	**14**
	Increase/Decrease (%)	**-**	**66,67%**	**40,00%**

According to Table 1.6, there was a 66.67% rise in the number of penalties issued in 2020 and a further 40.00% increase in 2021 over the previous year.

Ineffective self-regulation can lead to aggressive behavior, whereas those who have effective self-regulation are better able to control themselves. The lack of good self-regulation results in employees displaying undisciplined and unprofessional behavior.

According to Sopiah (2008) cited in [8] :

Employees with low commitment will have an impact on turnover, high absenteeism, increased work procrastination, reduced intensity to remain as employees in the organization, low work quality, and a lack of loyalty to the organization.

Based on the insights provided by these specialists, it can be inferred that a decrease in disciplinary infractions and absenteeism is a sign of employees' lack of self-discipline, which in turn reflects their lack of commitment to the business.

From Brown & Brooks (1996) cited in [1]:Career maturity is an individual's success in completing typical career development tasks at a specific stage of career development, which lies in the affective and cognitive readiness of individuals to overcome developmental tasks presented to them. This is due to biological, social, and societal expectations that have reached that stage of development for professional performance within themselves.

One of the things that helps government operations run smoothly is the good performance of the people who work for the government in carrying out their official duties. Performance appraisal is a sequence of performance management procedures that start with the creation of work performance planning, including: Employee Work Objectives (SKP), establishing benchmarks that cover aspects of quantity, quality, time, and cost of each job assignment. Performance appraisal is based on Government Regulation No. 46 of 2011 on the Assessment of Civil Servant Performance.

The table below shows the non-medical public servant employees' performance evaluations for the last three years at RSUD M. Th. Djaman Kabupaten Sanggau :

Table 4. RSUD M. Th. Djaman Kabupaten Sanggau Average Achievement Level of Non-
Medical Civil Objectives
Year 2019-2021

No	Year	Average Level of Employee Work Objective Achievement	Increase/ Decrease (%)	Designation
1	2019	83,59	-	Good
2	2020	78,93	(7,78)	Good
3	2021	77,28	(2,09)	Good

Table above shows that the average score of employee work objectives decreased by 7.78% in 2020 and decreased by 2.09% in 2021.

According to the Government Regulation of the Republic of Indonesia Number 46 of 2011 regarding the Assessment of Civil Servant Job Performance, the performance of civil servants is expressed through numerical values and designations as follows:

    a.   91 and above   : Excellent
    b.   76 – 90   : Good
    c.   61 – 75   : Adequate
    d.   51 – 60   : Insufficient
    e.   50 and below : Poor

The components of work objectives and work behavior (service orientation, integrity, commitment, discipline, cooperation, and leadership) are assessed in the performance of non-medical government servants. Based on the Government Regulation of the Republic of Indonesia Number 30 of 2019 regarding the Performance Assessment of Civil Servants, the assessment aims to ensure the objectivity of civil servant development based on a performance and career system. Table above shows that the average score of work objectives for non-medical civil servants at RSUD M. Th. Djaman Kabupaten Sanggau decreased each year.

Based on the aforementioned background, the researcher is interested in conducting a study titled "The Influence of Self-Regulation and Career Maturity on Organizational Commitment of Non-Medical Employees at RSUD M. Th. Djaman Kabupaten Sanggau".

2.   Literature Review And Hypothesis Development

Bandura (1989) in [1] defines self-regulation as: "A state in which a learning individual acts as the controller of their own learning activities, monitors their motivation and academic goals, manages human and material resources, and exhibits behavior in the decision-making process

and implementation in the learning process."

On the other hand, according to Zimmerman (2002) in [1] : "Self-regulation is the process by which an individual activates and motivates their cognitive behavior and feelings systematically oriented towards a goal."

According to [1], there are eight aspects that form self-regulation, including:

a. Well-structured work plans.
b. Genuine intention to carry out all the planned work.
c. Efforts to fulfill them.
d. Time targets set to implement all the planned work.
e. Various strategies to implement them.
f. Performance targets to be achieved.
g. Predefined criteria to measure the achievement of performance targets.
h. Resources to be used to achieve the established targets.

According to Brown and Brooks (1996) in [1] : "Defining career maturity can also be understood as the cognitive and affective readiness of individuals to fulfill the developmental tasks presented to them."

Based on this, Ardana (2014) in [1] states:

The career maturity of employees categorized as low needs to be improved significantly to support their motivation in work. For employees who already have moderate, high, and very high career maturity, there needs to be reinforcement and development to provide a better future outlook.

Thompson et al. (1981) in [1] state that individuals with high career maturity are characterized by meeting four dimensions of career maturity, which are:

a. Career Planning: This dimension refers to how much individuals know about what needs to be done. It measures how often individuals seek various information about different types of jobs, knowledge about job conditions, required educational levels, job prospects, alternative approaches to entering desired jobs, opportunities for career advancement, and how much planning individuals engage in.

b. Career Exploration: It measures individuals' attitudes towards information sources. In this dimension, individuals strive to obtain information about the working world and use potential information sources. A low score on career exploration indicates a lack of interest in job-related information.

c. Career Decision Making: This dimension measures individuals' knowledge of principles and decision-making processes. It assesses individuals' independence in making career choices based on their interests and abilities, their ability to use decision-making methods and principles to solve problems. A low score on career decision making indicates a lack of awareness of the factors to consider when making choices, while a high score indicates readiness to make decisions.

d. World of Work Information: It measures individuals' knowledge of job types, ways to obtain and succeed in jobs, and roles in the world of work. A low score on World of Work Information indicates the need for individuals to learn about different job types and career development tasks, while a high score indicates individuals with broad insights who can use job information for themselves and start defining fields and job levels.

According to Edison et al. (2017:220): "Employee commitment is a form in which employees

are engaged, accept the existing environmental conditions, and strive to achieve excellence and serve.

Furthermore, Edison et al. (2017:221) state:

Employee loyalty to the company is based on how well their individual demands and objectives are met. Factors influencing this commitment include:

a.   Logical Factors: Workers will stick with the company because they perceive rational benefits such having strategic positions with good pay or the challenge of getting better employment elsewhere.

b.   Environmental Factors: When working in a positive atmosphere, feeling appreciated, having chances for creativity, and contributing to the accomplishment of company objectives, employees are more devoted to the company.

c.   xpectation Factors: Through an open and transparent system, employees have the opportunity to grow their careers and achieve higher positions.

d.   Emotional Bonding Factors: There is a strong emotional link among employees. For instance, they may have a feeling of unity within the company, the company has given them great services, or it could be because of connections or personal ties.

The following are the results of earlier studies done to ascertain the impact of professional maturity, organizational commitment, and self-regulation :

a.   [9] in his study titled "The Relationship Between Career Maturity and Organizational Commitment Among Police Officers" indicates a positive and significant relationship between career maturity and organizational commitment. This means that higher career maturity is associated with higher commitment, and conversely, lower career maturity is associated with lower organizational commitment.

b.   [3], in their study "The Effect of Self-Awareness and Self-Regulation on Organizational Commitment of Employees at Islamic Azad University of Mashhad with the Mediating Role of Job Satisfaction" demonstrate that self-awareness and self-regulation have a positive effect on organizational commitment and job satisfaction.

A conceptual framework to comprehend the impact of professional maturity and self-regulation on organizational commitment may be developed based on the advice of the experts listed above and bolstered by a number of prior study findings, as seen in the image below :
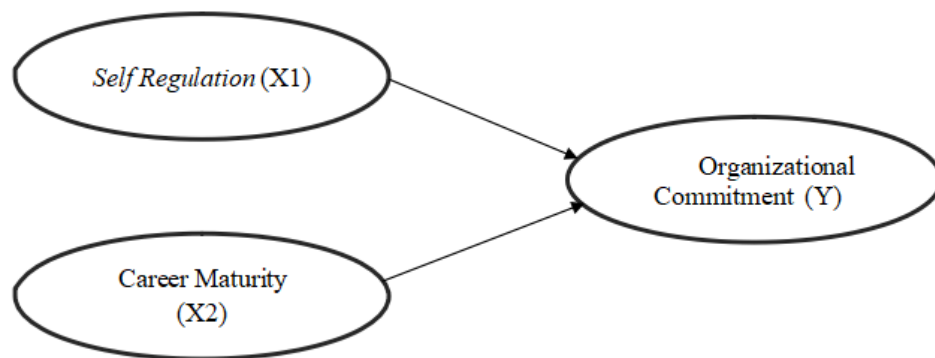

Figure. 1. Conceptual Framework
The Influence of Self-Regulation and Career Maturity on Organizational Commitment

3. Research Methods

3.1 Research Type

The research methodology used in this research is associative. In accordance with [10], "Associative research aims to determine the relationship between two or more variables." The purpose of this research is to determine the relationship between organizational commitment variables and self-regulation and career maturity.

3.2 Data Collection Technique

In accordance with [11], "Data collection techniques are the most strategic steps in research because the main objective of research is to obtain data." The primary and secondary data utilized in this study are as follows:

1) Primary Data

According to [10], "Primary data is data collected directly by the researcher from the primary source or the location where the research object is conducted." The following techniques were used to gather the study's primary data:

a) Interviews

According to [10], "An interview is a process of obtaining information/data for research purposes through question and answer interactions, face-to-face, between the interviewer and the respondents, using a guide called an interview guide." In this research, the author interviewed Mr. Atus, S.K.M., as the Head of Personnel, and Ms. Yudia Wati, S.K.M., as the employee responsible for promotion in the Administrative Division.

b) Questionnaires

According to [10], "A questionnaire is a data collection technique that allows the analyst to study the attitudes, beliefs, behaviors, and characteristics of key individuals within the organization who may be influenced by the proposed system or existing system." The questionnaire was distributed to all Civil Servants (Pegawai Negeri Sipil or PNS) at RSUD M. Th. Djaman Kabupaten Sanggau.

2) Secondary Data

According to [10], "Secondary data is data published or used by organizations other than the data processor." The secondary data obtained from RSUD M. Th. Djaman Kabupaten Sanggau include the number of PNS and non-PNS employees by department, Civil Servants' work target scores, employee attendance records, and the number of promotions.

3.3 Population and Sample

1) Population

According to [11], "Population is a generalization area consisting of objects/subjects with certain qualities and characteristics determined by the researcher for study and subsequent conclusions." The population in this study consists of all non-medical Civil Servants (Pegawai Negeri Sipil or PNS) at RSUD M. Th. Djaman Kabupaten Sanggau in 2022, totaling 40 individuals.

2) Sample

According to [11] , "A sample is a part of the quantity and characteristics possessed by the population, when the population is large and it is not possible for the researcher to study all members of the population, due to limitations of funds, manpower, and time, the researcher can use a sample taken from that population." This research uses a saturated sample, where all members of the population are sampled. According to [11] (2013:85), "A saturated sample is a sampling technique in which all members of the population are used as the sample. Another term for saturated sample is a census, where all members of the population are included as the sample." This study's sample comprises all 40 non-medical Civil Servants (PNS) of RSUD M. Th. Djaman Kabupaten Sanggau in 2022.

3.4 Research Variables

According to [11], "Research variables are attributes or characteristics or values of individuals, objects, or activities that have certain variations determined by the researcher for study and subsequent conclusions." In this study, there are two types of variables:

1) Independent Variables

According to [11], "Independent variables are variables that influence or cause changes or the emergence of dependent variables." The independent variables in this study are Self-Regulation (X1) and Career Maturity (X2).

2) Dependent Variable

According to [11], "Dependent variables are variables that are influenced or caused by the independent variables." The dependent variable in this study is Organizational Commitment (Y).

3.5   Measurement Scale

According to [11], "Measurement scale is the agreement used as a reference to determine the length of intervals in a measuring instrument, so that when the measuring instrument is used, it produces quantitative data." The Likert scale was employed as the measurement tool in this investigation. In accordance with [11], "The Likert scale is used to measure the attitudes, opinions, and perceptions of individuals or groups of people about social phenomena." The preference of answers in this study uses the Likert scale, with the following options: The Likert scale used in the research consists of 5 (five) levels of answer preference with the following options:

Table 5. Respondents' Answer Scores using Likert Scale

No.	Answer	Score
1.	Strongly Disagree	1
2.	Disagree	2
3.	Slightly Disagree	3
4.	Agree	4
5.	Strongly Agree	5

3.6 Multiple Linear Regression Analysis

According to Purnomo (2016:161), "Multiple linear regression analysis is used to determine the linear influence or relationship between two or more independent variables and one dependent variable."

The formula for multiple linear regression in this study is as follows:

$$Y = a + b1X1 + b2X2 \tag{1}$$

Explanation:
Y = Organizational Commitment
a = Constant, which represents the value of Y when the independent variables are 0.
b1 = Regression coefficient for the variable self-regulation.
b2 = Regression coefficient for the variable career maturity.
X1 = Self-regulation.
X2 = Career maturity

3.7 Correlation Coefficient (R)

According to [10] :
Multiple correlation analysis is used to determine the degree or strength of the relationship between three or more variables, as well as to determine the simultaneous contribution of variables X1 and X2 to the value of variable Y, and the partial contributions of variable X1 and X2 to variable Y.
The method used to calculate the correlation coefficient is the Pearson Product Moment correlation method. The level of correlation and the strength of the relationship can be seen in the following table:

Table 6. Level of Correlation and Strength of Relationship.

Coefficient intervals	Relationship Level
0,00 – 0,199	Very weak
0,20 – 0,399	Weak
0,40 – 0,599	Enough
0,60 – 0,799	Strong
0,80 – 1,000	Very strong

3.8 Coefficient of Determination (R2)

According to [10], "The coefficient of determination (R^2) is a value used to determine the contribution or effect of one or more independent variables (X) on a dependent variable (Y)." The coefficient of determination in this study is used to determine the extent of the contribution of the independent variables, namely self-regulation and career maturity, to the dependent

variable, which is organizational commitment.

3.9 Simultaneous Test (F Test)

According to [10] , "The purpose of conducting a simultaneous test (F test) is to examine the significance of the combined regression coefficients (F test) to test the significance of the influence of multiple independent variables on the dependent variable." In this study, the F test is utilized to assess if career maturity (X2) and self-regulation (X1) have an impact on organizational commitment (Y) at the same time. The steps for conducting the simultaneous test in this study are as follows:

1) Formulating Hypotheses:
    a) Ho: The factors self-regulation (X1) and career maturity (X2) do not significantly affect organizational commitment (Y) of non-medical civil servants at RSUD M. Th. Djaman in Sanggau Regency at the same time.
    b) Ha: The organizational commitment (Y) of non-medical civil servants at RSUD M. Th. Djaman in Sanggau Regency is significantly influenced simultaneously by self-regulation (X1) and career maturity (X2).
2) Determining the probability value $\alpha = 0.05$.
3) Testing Criteria:
    If the significance value $> \alpha$, then Ho is accepted and Ha is rejected. If the significance value $< \alpha$, then Ho is rejected and Ha is accepted.

3.10 Partial Test (t Test)

According to [10] (2020:304):
Measuring the individual contributions of each independent variable to the dependent variable is the goal of partial significance tests of two independent variables on a dependent variable.

    The steps for conducting the partial test in this study are as follows:

1) Formulating Hypotheses
    a) The variable self-regulation (X1) has a partial impact on organizational commitment (Y)
    Ho: There is no significant partial influence of self-regulation (X1) on organizational commitment (Y) of Non-Medical Civil Servants at RSUD M. Th. Djaman in Sanggau Regency.
    Ha: There is a significant partial influence of self-regulation (X1) on organizational commitment (Y) of Non-Medical Civil Servants at RSUD M. Th. Djaman in Sanggau Regency.
    b) Partial influence of the variable career maturity (X2) on organizational commitment (Y)
    Ho: There is no significant partial influence of career maturity (X2) on organizational commitment (Y) of Non-Medical Civil Servants at RSUD M. Th. Djaman in Sanggau Regency.
    Ha: There is a significant partial influence of career maturity (X2) on organizational commitment (Y) of Non-Medical Civil Servants at RSUD M. Th. Djaman in Sanggau Regency.
2) Determining the probability value $\alpha = 0.05$.
3) Testing Criteria:
    If the significance value $> \alpha$, then Ho is accepted and Ha is rejected. If the

significance value $< \alpha$, then Ho is rejected and Ha is accepted.

4. Results And Discussion

4.1 Multiple Linear Regression Analysis.

The results of multiple linear regression analysis can be seen in Table below as follows:

Tabel 6. The Results of Multiple Linear Regression Analysis can be seen in Table as follows:

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,756	,730		1,036	,307
	X1r	,337	,152	,319	2,213	,033
	X2r	,409	,175	,338	2,342	,025

From Table above, it can be observed that the regression equation model for estimating organizational commitment influenced by self-regulation and career maturity is as follows:

$$Y = 0.756 + 0.337X1 + 0.409X2$$

It is possible to calculate the following using the equation above:
1. The constant term (a) is 0.756, which means that if the variables self-regulation and career maturity are both zero, the value of organizational commitment is 0.756.
2. The regression coefficient (b1) of 0.337 indicates that for every one unit increase in the value of self-regulation, the value of organizational commitment increases by 0.337 units. The positive coefficient suggests that the direction of the influence of the self-regulation variable on organizational commitment is positive.
3. The regression coefficient (b2) of 0.409 indicates that for every one unit increase in the value of career maturity, the value of organizational commitment increases by 0.409 units. The positive coefficient suggests that the direction of the influence of the career maturity variable on organizational commitment is positive.

4.2 Correlation Coefficient (R)

The results of the correlation coefficient analysis can be seen in Table below as follows:

Table 7. The analysis of the correlation coefficients yielded the following results:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,502[a]	,252	,212	,23976

The correlation coefficient (R) is 0.502 according to the following Table. Given that the correlation value is between 0.400 to 0.599, this result suggests that the link between the variables self-regulation and career maturity with organizational commitment is moderate.

4.3 Coefficient of Determination ($R2$)

Table above also shows that the value of R Square (R2) is 0.252, which means that the contribution of the variables self-regulation (X1) and career maturity (X2) to organizational commitment (Y) is 25.2%. The remaining 74.8% is influenced by other variables that were not included in this study.

4.4 Simultaneous Test (F)

The results of the simultaneous test are as follows:

Table 8. Simultaneous Test (F) Result

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	,717	2	,359	6,237	,005[b]
Residual	2,127	37	,057		
Total	2,844	39			

The results of the simultaneous test can be seen in Table above The table indicates that the probability value (α) is set at 0.05 (5%), and the significance value is 0.005. By comparing these numbers, we can see that the probability value (0.05) is greater than the significance value (0.005). As a result, we may say that the alternative hypothesis (Ha) is accepted and the null hypothesis (Ho) is rejected. This suggests that, for non-medical personnel at RSUD M. Th. Djaman in Sanggau Regency, there is a strong simultaneous influence of the variables self-regulation (X1) and career maturity (X2) on organizational commitment (Y).

4.5 Partial Test (t)

The results of the partial test (t-test) can be seen in Table 4.21 as follows:

Table 9. Partial Test (t) Result

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
		B	Std. Error	Beta	t	Sig.
1	(Constant)	,756	,730		1,036	,307
	X1r	,337	,152	,319	2,213	,033
	X2r	,409	,175	,338	2,342	,025

The self-regulation variable's probability value (α) is set at 0.05 (5%), and the significance value is 0.033, as indicated by the above table. Upon comparing these figures, it is evident that the significance value (0.033) is less than the probability value (0.05). Consequently, we may state that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. Thus, self-regulation (X1) has a substantial partial impact on organizational commitment (Y) among non-medical staff at RSUD M.Th. Djaman Hospital in Sanggau Regency.

Table 9 indicates that the chosen career maturity variable has a probability value (α) of 0.05 (5%), and a significance value of 0.025. Upon comparing these figures, it becomes evident that the significance value (0.025) is less than the probability value (0.05). The null hypothesis (Ho) is rejected, while the alternative hypothesis (Ha) is accepted. In summary, data suggests that career maturity (X2) has a significant impact on organizational commitment (Y) for non-medical staff at RSUD M.Th. Djaman in Sanggau Regency.

5. Conclusion

Based on the analysis and discussions presented above, the following conclusions can be drawn:

1. The majority of the respondents in this study are female, between the ages of 34 and 39, hold a bachelor's degree, are employed in the Administration Department, are in grade/position III/D, have worked for six to ten years, make between Rp. 3,500,000.00 and Rp. 3,999,999.00 per month, are married, and have two to three dependents.
2. The multiple linear regression equation in this study is: Y = 0.756 + 0.337 X1 + 0.409 X2.
3. The correlation coefficient value of 0.502 shows that there is sufficient significance in the association between organizational commitment and career maturity and self-regulation factors.
4. The R Square (R2) value of 0.252 indicates that whilst other factors not included in this study account for 74.8% of the variance, self-regulation (X1) and career maturity (X2) variables contribute 25.2% to organizational commitment (Y).
5. According to the results of the simultaneous test analysis, organizational commitment (Y) for non-medical personnel at RSUD M. Th. Djaman in Sanggau Regency is significantly influenced simultaneously by the variables of career maturity (X2) and self-regulation (X1).
6. The self-regulation variable (X1) and the career maturity variable (X2) have a

significant partial influence on organizational commitment (Y) for non-medical personnel at RSUD M. Th. Djaman in Sanggau Regency, according to the partial test analysis (t-test).

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