

Conference Paper

Impact of Organizational Commitment on Nurse Performance with Organization Citizen Behavior as a Mediation Variable in XYZ Hospital

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Abstract.

This study aims to determine the impact of organizational commitment on nurse performance with the variable organization citizen behavior as a mediating variable at XYZ Hospital. XYZ Hospital provides a wide selection of rooms that can be selected according to the needs and costs that the patient wants. However, in the midst of the ongoing progress, there is a gap between old employees and new employees, especially in the paramedic section, namely nurses. There is a decrease in balance in the work environment which makes gaps occur when doing team work, in this case the researcher relates it to the theory of organizational citizen behavior. The object of this research is XYZ Hospital Nurse. This research was conducted on 44 respondents using a quantitative descriptive approach. Therefore, the data analysis used is statistical analysis in the form of multiple linear regression test. The results showed that the value of $t_{count} > t_{table}$, then H_{a1} is accepted, which states that Organizational Commitment (X1) partially has a significant effect on the nurse's performance variable (Y). The value of $t_{count} < t_{table}$, then H_{a2} is rejected, which states that Organization Citizen Behavior (X2) partially has no significant effect on the nurse's performance variable (Y). $f_{count} > f_{table}$, then H_{a4} is accepted, it can be concluded that Organizational Commitment (X1) and Organization Citizen Behavior (X2) simultaneously have a significant effect on the nurse's performance variable (Y).

Keywords: commitment, organization citizen behavior (OCB), nurse

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1. Introduction

After pandemic, in the face of an increasingly competitive business world, organizations need employees who have performance that can exceed the standards of performance set. These challenges and organizational changes encourage the organization to always strive to be more effective and efficient.

The hospital is also the implementer of education or training for medical and paramedic personnel, and also serves as a place for research and development of

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technology in the health sector. Hospitals as labor-intensive institutions cannot be separated from various problems, so it takes leadership that is different from leadership in other organizations that can affect commitment [1].

The success of the hospital, not only on the completeness of superior facilities, but also the attitude and service of human resources to patients. If these elements are ignored, the hospital will lose many patients and the community will leave the hospital, then switch to another hospital that meets the patient's expectations.

The main commitment of a nurse is to provide nursing services so that nurses are morally obligated to care for all patients. According to Griffin et al. [2], organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. An individual, in this case the nurse's commitment to the hospital, is the belief in the values of the organization that has more value than the desire to remain a member of the organization.

Mediation is a settlement through a process to obtain an agreement, the process of involving a third party in a settlement. OCB (Organizational Citizenship Behavior) is the character of loyalty to the organization or the behavior of employees who voluntarily do work that exceeds the standard of tasks assigned to them in order to help the continuity of the hospital in achieving its goals.

Nurse performance is the productivity of nurses in providing nursing care according to their authority and responsibility which can be measured in terms of quality and quantity. Nurse performance appraisal is a form of quality assurance of nursing services [3], Nurse performance is a series of activities of nurses who have competencies that can be used and are shown from the results of effective application, knowledge, skills and considerations in providing nursing care.

XYZ Hospital is a hospital located in Palmerah, West Jakarta. This hospital has facilities including inpatient, emergency room, radiology, pharmacy, laboratory, and other medical support. XYZ Hospital was first established in 1967 and then in 1971, XYZ Hospital changed its name. In 1991 it was renamed again and then in 2005 it was renamed again. In January 2008, the change in the board of directors of XYZ Hospital brought a variety of new changes. The hospital made a total change by focusing more on efforts to build the beauty of the building as well as meeting the needs of facilities and infrastructure in order to provide excellent service to people who need health services. With efforts to provide health services, XYZ Hospital continues to develop itself by improving the quality of human resources in accordance with the development of science and technology and the demands of the community regarding quality services.

Through the available facilities, XYZ Hospital strives to provide the best health services from specialist doctors who prioritize excellent service and patient safety. XYZ Hospital provides a comfortable treatment atmosphere for patients and families, in order to create a family atmosphere. XYZ Hospital provides a wide selection of rooms that can be selected according to the needs and costs that the patient wants. However, in the midst of the ongoing progress, there is a gap between old employees and new employees, especially in the paramedic section, namely nurses. There is a decrease in balance in the work environment which makes gaps occur when doing team work, in this case the researcher relates it to the theory of organizational citizen behavior. The work team due to the high difference in tenure and the growing need for paramedical services in the new facilities at XYZ Hospital. According to the informant, XYZ Hospital has provided a solution for this decline in the form of providing socialization about the importance of bringing togetherness on the basis of the vision, mission, values and goals of XYZ Hospital but the results still do not appear to be improving, resulting in a decrease in nurse performance on the results of the work evaluation carried out by XYZ hospital.

2. Literature Review

Organizational commitment can grow because individuals have emotional ties to the company which include moral support and accept the values that exist within the company as well as an inner determination to serve the company. The following is the definition of organizational commitment according to several experts:

According to Allen and Meyer [4], organizational commitment is an attitude that reflects employee loyalty to the organization and a continuous process in which members of the organization express their concern for the organization and its success and continuous progress.

Meanwhile, according to Kaswan [5], the definition of organizational commitment is as follows: Organizational commitment can be considered as the level of employee dedication to the organization where he works and the willingness to work on behalf of/for the benefit of the organization, and the possibility of maintaining its membership.

According to Robbins and Judge [6] suggests that: Organizational commitment is one of the conditions in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization.

Based on the opinions of some of these experts, it can be concluded that organizational commitment is the attitude and behavioral desire of individuals or employees

who work for / on behalf of and interests of the organization, with a sense of being bound and wanting to maintain as a member of the organization. So that success and sustainable progress can be achieved.

Dimensions of Nurse Performance according to Greenslade and Jimmieson [7] consist of Task Performance, Contextual Performance, this is considered the most appropriate because researchers in above examines the performance of nurses specifically so that it will be appropriate if used in this research.

Kewuan [8] asserts that nursing performance indicators include:

1. Input indicators: everything that nurses need in services, care, and nursing practice, including personnel, tools/facilities, information, and regulations/policies.
2. Process indicators: speed, accuracy, and level of accuracy in service, care and nursing practice provided to clients.
3. Output/effect indicators: results of care services, and nursing practice.
4. Outcome indicators: assessing the impact of services, care, and nursing practices that have been carried out.
5. Benefit indicators: improving the quality of health services, in general and in particular services, care and nursing practice. Motivation is formed from the *attitude (attitude)* of employees in facing work situations in the organization. Motivation is a condition or energy that moves employees who are directed or directed to achieve the company's organizational goals. It is the positive mental attitude of the employee towards the work situation that strengthens his work motivation to achieve maximum performance. Motivation is a conscious attempt to influence one's behavior in order to lead to the achievement of the organizational objectives of Barelson and Steiner in . Thus, it can be interpreted that motivation according to Barelson and Steiner is driven by the state of the soul and the mental attitude of the human being that gives energy, encourages to carry out activities and in the direction of achieving satisfaction-giving needs. Motivation is a desire in a person that causes the person to act. Usually, people act for a reason to achieve the goal.

3. Method

The Method used by this study is survey research with a quantitative descriptive approach, Sugiyono [9] states that descriptive and comparative research with a quantitative approach. The data used in this study were primary data obtained from questionnaires that were distributed to respondents. The research design used is verification research or the same as causal. Verification or causality is a type of research with the aim of knowing the causal relationship between variables through a hypothesis testing. The word causal comes from a verb that has the main purpose of proving a causal relationship or a relationship affecting and being influenced by the variables studied. In practice, causal research is carried out usually by experiment. There is one thing that is tried to be applied (treatment, treated as independent which is symbolized X) to test whether it causes something to happen (effect, effect, treated as dependent variable, symbolized Y) so, whether X causes or affects Y. Research with this design, it is done by calculating the regression coefficient which is then carried out by using SPSS 2015.

4. Result and Discussion

Based on the data that has been obtained, the number of respondents based on gender consists of 9 respondents' male respondents and 35 female respondents. From these data it can be concluded that all respondents are female respondents with 35 respondents. For more details can be seen in the following Figure 1:

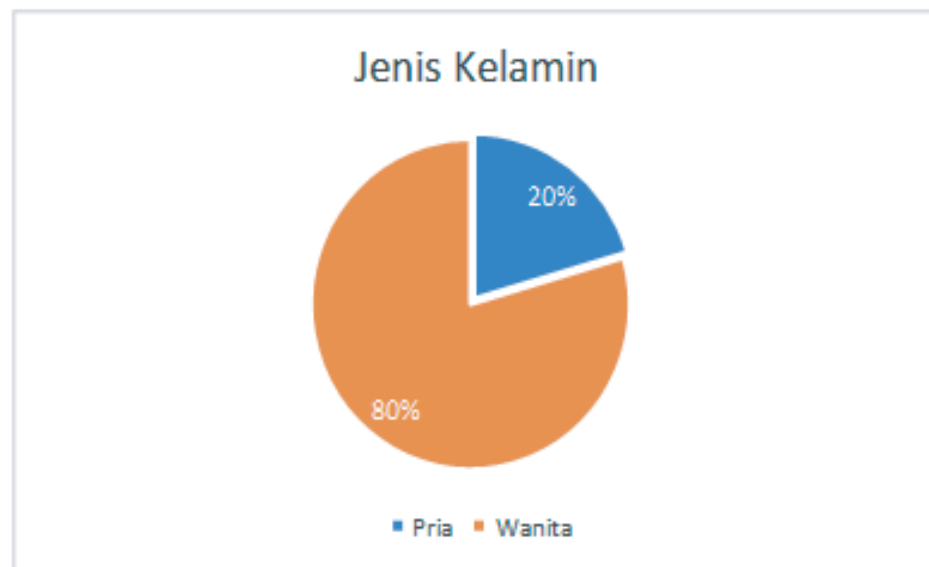


Figure 1: The Number of Respondents Based on Gender.

Based on the data that has been obtained, the number of respondents based on age consists of 0 respondents aged 20, 28 respondents aged 21 - 30, 10 respondents aged 31-40, and age > 41 as many as 6 respondents. From these data it can be concluded that most of the respondents are respondents aged 21 - 30 as many as 28 respondents. For more details can be seen in the following Figure 2:

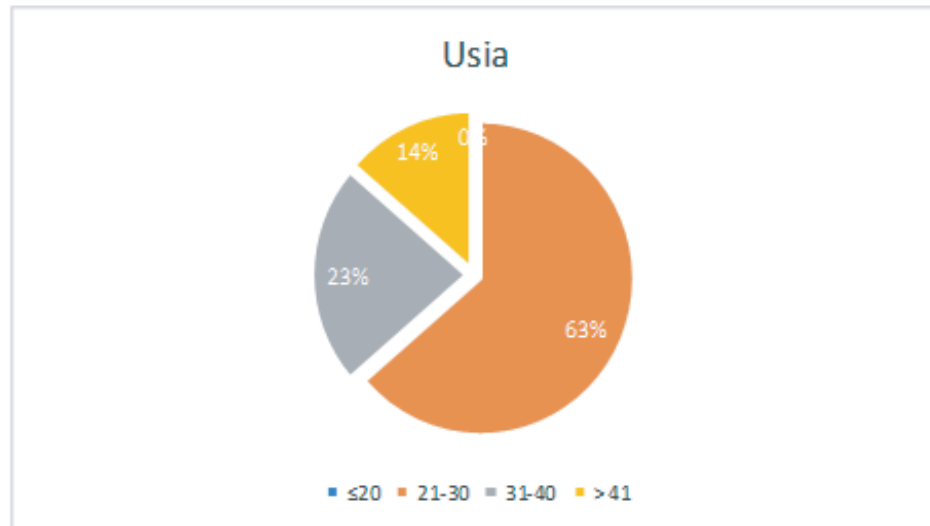


Figure 2: The Number of Respondents Based on Age.

Based on the data that has been obtained, the number of respondents based on years of service starting from 1 - 2 years of service as many as 16 respondents, 2 - 5 years as many as 15 respondents, 5 - 10 years as many as 7 respondents, 10 - 15 years as many as 3 respondents, 15 - 20 years as many as 3 respondents, and > 20 years as many as 0 respondents. From these data it can be concluded that most of the respondents are respondents with a working period of 1-2 years as many as 16 respondents. For more details can be seen in the following Figure 3:

Based on the data that has been obtained, the number of respondents based on the latest education consists of SPK as many as 0 respondents, Diploma as many as 23 respondents, S1 NERS as many as 21 respondents, and Masters (S2) as many as 0 respondents. From these data it can be concluded that most of the respondents are respondents with Diploma education level as many as 23 respondents. For more details can be seen in the following Figure 4:

4.1. Validity test

The validity test is carried out to measure how accurate an item is in measuring what it wants to measure in a questionnaire. This study uses the IBM SPSS Statistics 24

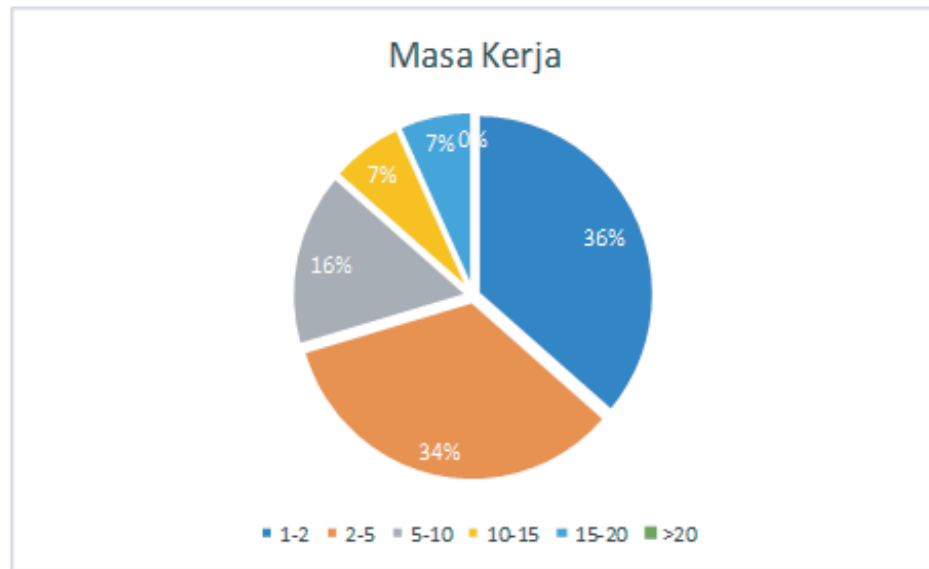


Figure 3: The Number of Respondents Based on Years of Service.

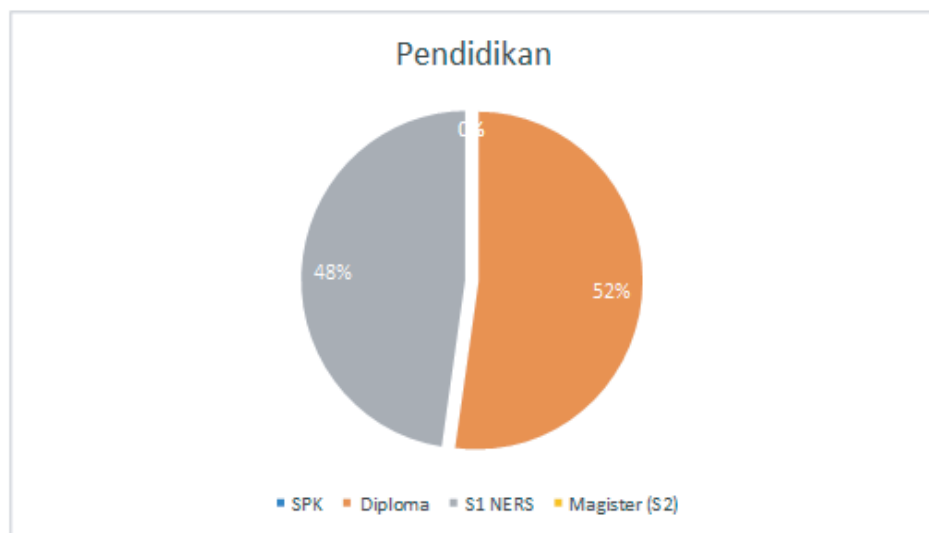


Figure 4: The Number of Respondents Based on the Latest Education.

program to test the validity. Validity testing was carried out on each research variable using the Bivariate Pearson method, two tailed tests. The researcher compares rcount with rtable at a significance level of 5% (0.05) with n=44 (df n-2) which is 0.304 so that if the value of rcount > 0.304 then a statement is declared valid.

4.1.1. Validity test results of nurse organizational commitment variables

The results of the validity test of the Nurse Organizational Commitment variable can be seen in table 1:

TABLE 1: The Results of the Validity Test of the Pre-Test Instrument for Employee Performance Variables.

Indicator	rtable	rcount	Result
KN1	0,304	0,803	VALID
KN2	0,304	0,845	VALID
KN3	0,304	0,823	VALID
KN4	0,304	0,734	VALID
KN5	0,304	0,672	VALID

The table shows that all indicators of employee performance variables are declared valid because the results of $r_{count} > r_{table}$ and are suitable for use in the main-test.

The reliability test conducted in the pre-test aims to determine the consistency of the measuring instrument in the questionnaire. This study uses the SPSS version 24 program to perform a reliability test. Reliability testing in this study was carried out using the Cronbach's Alpha (α) method for each variable. A variable is declared reliable if the results of Cronbach's Alpha (α) > 0.60 . The results of the reliability test can be seen in the table.

TABLE 2: The Results of the Reliability Test.

Cronbach's alpha	N. of items	Result
0,671	3	RELIABLE

Based on table 2, it can be seen from the results of testing on 44 respondents, the results of the Cronbach's Alpha coefficient of all variables are Nurse Organizational Commitment (X1), Nurse OCB (X2), and Employee Performance Variable (Y) of 0.671. From these results, it is known that the Cronbach's Alpha value for each variable is > 0.60 , this means that the statements contained in the questionnaire with 44 respondents' data are proven to be reliable. Thus, the calculation of the questionnaire can be continued to the next stage.

4.2. Normality

Normality test is used to test whether in the regression model the residual variable has a normal distribution. A good regression model is one that has a normally distributed residual variable. The test is carried out using the Kolmogorov-Smirnov method, where if the significance value is $> (0.05)$ then the residual value is normally distributed. The results of the normality test can be seen in the table 3:

TABLE 3: The Results of the Normality Test.

One-sample Kolmogorov-smirnov test	
	Unstandardized residual
N	44
Asymp. Sig. (2-tailed)	.934

The table shows that the regression value of the residual variable shows the number sig 0.934 > 0.05, so the residual value of the variables X1, X2, and Y is declared to have a normal distribution in this study.

4.3. Multiple linier regression

Multiple linear regression test was used to analyze the relationship between the influence of two or more independent variables on one dependent variable. The results of multiple linear regression can be seen in the table 4:

TABLE 4: The Results of Multiple Linear Regression.

Coefficients ^a		
	Model	Unstandardized coefficients
1	(Constant)	7.389
	Organizational commitment of nurses	.299
	OCB of nurses	.292
Dependent variable: Employee performance		

From the multiple linear regression equation above, the following results are known:

1. The constant is 7389, meaning that if the Organizational Commitment of Nurses (X1) and OCB of Nurses (X2) is 0 then Employee Performance (Y) is positive at 7389.
2. The regression coefficient of the Nurse Organizational Commitment variable (X1) is 0.299, meaning that if the Nurse Organizational Commitment variable (X1) has increased by 1 level while the Nurse OCB variable (X2) is fixed, then the performance (Y) will increase by 0.299.
3. The regression coefficient for the Nurse OCB variable (X2) is 0.292, meaning that if the Nurse Organizational Commitment variable (X1) has a fixed value, while the Nurse OCB variable (X2) has increased by 1 level, then the performance (Y) will decrease by 0.292.

The T test aims to determine whether each independent variable (Xn) partially has a significant effect on the dependent variable (Y). Testing can be done by comparing the value of tcount with ttable with a significance level of 5% (0.05), where the ttable value is obtained by the excel TINV formula with 44 respondents, 5% significance, and degree of freedom (df) n-k-1 (44-3 -1=40) which is 2,021. If each existing independent variable has a value of tcount > ttable with a significance value of <0.05, then Ha is accepted and Ho is rejected, which means that the independent variable partially has a significant effect on the dependent variable. On the other hand, if the value of tcount < ttable with a significance value of > 0.05, then Ho is accepted and Ha is rejected, which means that the independent variable partially has no significant effect on the dependent variable. The results of the t test can be seen in the table 5:

TABLE 5: The Results of the t Test.

		Coefficients ^a	
Model		t	Sig.
1	(Constant)	2.008	.051
	Organizational commitment of nurses	3.016	.004
	OCB of nurses	1.741	.089

Dependent variable: Employee performance

From the table above it can be concluded that:

1. Nurse Organizational Commitment Variable (X1)

$$t_{count} KOT > t_{table} (3,016 > 2,021) \mid Sig_{MT} < 0.05 (0.004 < 0.05)$$

The value of tcount > ttable is 3,016, with Sig < 0.05. This means that the Nurse Organizational Commitment variable (X1) partially has a significant effect on the employee performance variable (Y). So Ho1 is rejected and Ha1 is accepted.

2. Nurse OCB variable (X2)

$$t_{count} KK < t_{table} (1.741 < 2.021) \mid Sig_{KK} > 0.05 (0.089 > 0.05)$$

The value of tcount < ttable is 1.741, with Sig > 0.05. This means that the OCB Nurse variable (X2) partially has no significant effect on the employee performance variable (Y). So Ha2 is rejected and Ho2 is accepted.

5. Conclusion

The conclusions of this study, among others, are based on the results of this study that the value of $t_{count} > t_{table}$, then H_{a1} is accepted, which states that Organizational Commitment (X1) partially has a significant effect on the nurse's performance variable (Y). The value of $t_{count} < t_{table}$, then H_{a2} is rejected, which states that Organization Citizen Behavior (X2) partially has no significant effect on the nurse performance variable (Y). $f_{count} > f_{table}$, then H_{a4} is accepted, it can be concluded that Organizational Commitment (X1) and Organization Citizen Behavior (X2) simultaneously have a significant effect on the nurse's performance variable (Y).

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