



Research Paper

The Influence of Commitment and Communication on Nurse Performance Through Motivation At Yadika Kebayoran Lama Hospital

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ABSTRACT: This research aims to determine direct and indirect effects Commitment and Communication to Nurse Performance through Motivation at Yadika Kebayoran Lama Hospital. The research design uses Explanatory Quantitative method. Primary data was collected via a Google Form questionnaire. Population and sample in this study, all 36 Nurses were a saturated or census sample. Data analysis method uses path analysis with calculation using Smart PLS 3.3.3 software. The research result show that there is a significant direct influence of commitment and communication on motivation, there is significant direct influence of commitment, communication and motivation on nurse performance both simultaneously and partially. There is also an indirect effect of commitment and communication to nurse performance through motivation at Yadika Kebayoran Lama Hospital.

KEYWORDS: : Commitment, Communication, Motivation, Nurse Performance

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I. INTRODUCTION

Yadika Kebayoran Lama Hospital is in the southern region of Jakarta, along with dozens of other private hospitals. In the current era, we continue to strive to provide quality services according to the demands of society through improving organizational performance to achieve organizational goals and sustainability. It is said that the company's goals can be achieved not only by the availability of modern equipment, adequate infrastructure but also by relying more on human resources who do their work.

Therefore, it is interesting to know about employee performance, including planning, processes and results. In this case, how to improve the performance of nurses through optimizing motivation, commitment and communication in carrying out the profession of providing quality services.

The problem phenomenon that occurs can be seen from the performance of the services that do not meet the operational standards determined by Yadika Kebayoran Lama Hospital, which is caused by a mismatch in the time target for completing the tasks that have been set. Based on the Presurvey on the Performance of Nurses at Yadika Kebayoran Lama Hospital, the problem phenomenon can be seen in the statements of disagreeing and strongly disagreeing which indicate an inability to complete tasks on time. This has an impact on the quality of work carried out because the health service work carried out is technically related to work. In general, the factors that result in a decline in performance originate from outside or within the Company. Human resources are one of the things that determines the performance of the company so it should be an important and main concern about how high performing human resources (high performers), how commitment, communication and motivation of employees towards the company.

The results of the presurvey regarding the work motivation of nurses at Yadika Kebayoran Lama Hospital show that they have lost the urge to take on more responsibility or get promoted so that they cannot influence colleagues constructively, which tends to reduce performance. Factors that influence employee motivation and performance include commitment and communication.

Organizational commitment is related to the level of employee involvement with the organization, being in a harmonious working relationship and not wanting to leave the job, experiencing feelings of unity and loyalty. Building commitment by maintaining trust, being trusted, winning hearts and minds with enthusiasm, self-development, incentives, a conducive climate. Stimulus commitment factors, such as support opportunities, appreciation, appreciation, two-way communication. Several opinions state that there is a strong relationship between commitment and employee performance. Presurvey results regarding the commitment of nurses at Yadika Kebayoran Lama Hospital show that many employees experience boredom with monotonous work patterns every day, reducing their commitment and affecting performance.

Communication is a means through which people clarify their expectations and coordinate work that allows achieving organizational goals more effectively, showing the process by which information conveyed by the sender is received, understood by the receiver is the essence of good and effective communication. In addition to information, it also functions as control, emotional expression and stimulation to strengthen motivation. Presurvey results regarding communication between nurses at Yadika Kebayoran Lama Hospital show that there are still nurses who have a disharmonious working relationship with superiors and doctors, which not only hinders performance but can also have fatal consequences for patients as service users.

Based on the description of the study above, researchers will examine the relationship between the influence of nurse performance and the factors of motivation, commitment and communication. Therefore, I decided to choose the research title *The Influence of Commitment and Communication on Nurse Performance through Motivation at Yadika Kebayoran Lama Hospital*.

II. LITERATURE REVIEW

Performance

According to Armstrong (2021:195) performance means the output obtained or it could also be average behavior, how the results were obtained or it could be the result of both. This view places more emphasis on performance management as a means of getting better results from organizations, teams and individuals. According to Aguinis (2005) in Armstrong (2021:196) performance is behavior or what is done, not about what they produce. This view emphasizes a strategic and integrated approach to delivering sustainable success in organizations by improving employee performance.

According to Edison, et al (2018 :192) performance indicators that can be used are as follows:

- a. Target, which refers to the fulfillment of the amount of work results and the amount of money desired to be achieved.
- b. Quality, is the quality produced which is capable of being a product strength for consumer satisfaction and maintaining their loyalty.
- c. Time, namely completing work according to the specified time schedule in order to increase consumer confidence.
- d. Adhering to principles, namely carrying out work activities in a correct, transparent and responsible manner, honestly, fairly, confidentially, professionally.

Motivation

Sutrisno (2016:110) motivation is the result of a person's interaction with certain situations they face, so that there are differences in the strength of motivation shown by someone when facing the same situation. Emphasizes the impact of differences in a person's motivational strength when facing certain work situations. Meanwhile, Sinungan (2016: 210) motivation is a human's mental state and mental attitude that provides energy to encourage activities or movements and directs or channels behavior towards achieving needs that provide satisfaction or reduce imbalance. Understanding the psychological mechanisms of workers' behavior to meet needs and balance life. According to Wardan (2020: 109) motivation is a manager's efforts or activities to create or increase the work enthusiasm and enthusiasm of workers or employees. The view from the leadership side that encourages positive and productive worker behavior.

Work motivation is a process that shows individual intensity, direction and perseverance as an effort to achieve organizational goals (Priansa, 2018:202). The dimensions and indicators of motivation are:

- a. Physiological needs, which are needs to maintain basic life such as the need for food and drink, housing, air. Fulfillment of this need stimulates a person to behave actively at work.
- b. Security needs, related to the feeling of being protected from threats, dangers, hostility in the work environment.

- c. Social needs, related to the community of friends accepted in the interaction between fellow employees and the surrounding community.
- d. The need for appreciation, feeling recognition and a sense of being appreciated by superiors and among employees, for working well.
- e. The need for self-actualization, career development with optimal abilities, skills and potential displayed to achieve satisfactory work performance.

Commitment

According to Meyer et al in Sutanto and Gunawan (2019: 123) affective commitment refers to an emotional bond with an organization, where employees feel comfortable with their current job so they want to stay at the company. This view emphasizes that employees with strong affective commitment will stay because of their own desires.

Commitment is a psychological construct which is a characteristic of the relationships between members of an organization, and has implications for an individual's decision to continue their membership in the organization (Allen and Meyer in A Harahap (2020)). The dimensions are normative commitment, continuous commitment and affective commitment.

Normative Commitment:

- a. Honesty, an upright attitude, stating the truth, not lying or saying things that are different from what actually happened or the facts.
- b. Concern for the organization, employees have a caring attitude towards problems that occur within the company, namely when benefits and comfort are felt by those who have normative commitment, it will encourage them to remain concerned, provide solutions while continuing to carry out their role at work.
- c. Have a strong feeling for the organization, as an emotional reason in the form of friendship and feelings of joy together when completing work tasks.

Continuous commitment:

- a. Skills, namely the ability to do work and intelligences.
- b. Sense of belonging, employees show a sense of belonging and being part of the organization, because it matches their competencies.
- c. Having a feeling of connection with the organization, tends to show a close relationship with the organization and has the confidence to remain in the organization.

Affective Commitment:

- a. Emotional attachment, namely an affective relationship between one individual and another and has a special meaning.
- b. Feelings of happiness, employees feel happy working in the organization, with more willingness to stay because of their desires.
- c. Feeling like part of the organizational family, employees have an emotional attachment to the company, namely individuals with high affective commitment.

Communication

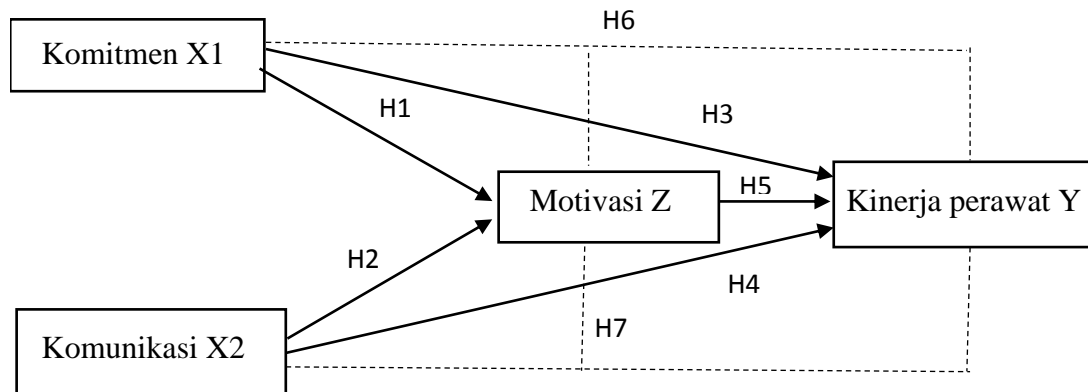
According to Kreitner and Kinicki (2010:402) communication is the exchange of information and understanding between the sender and receiver. This view emphasizes the exchange of information in which the content is understood. Meanwhile, according to Greenberg and Baron (2003:318) communication is a process by which people, groups, organizations as senders provide information messages to other people, groups, organizations as recipients. It can be understood that essentially communication is the process of conveying information from one party, whether an individual, group or organization as the sender, to another party as the recipient to understand and open opportunities for a response back to the sender

According to Mangkunegara (2017; 150) communication is the process of transferring information, ideas, understanding from one person to another which can be interpreted according to the intended purpose. So the dimensions and indicators of communication are as follows:

- a. Ease of obtaining information: performance increases when you get information easily, such as nurses easily accessing patient data, instructions are well received by nurses from doctors or management.
- b. Communication identity: social relationships and individual roles in work as an identity to behave through communication. Like introducing yourself as a nurse to a patient.

- c. Communication effectiveness: direct, face-to-face communication is more effective. Such as carrying out instructions given by the doctor by reconfirming.
- d. Level of message understanding: Nurses are able to understand the meaning of the message and respond correctly.
- e. Change in attitude: Communication produces changes in attitudes by doing according to what was communicated. Such as giving medication as directed.

Theoretical thinking framework



Gambar 2.1 Kerangka Berpikir

- > : Pengaruh Langsung
- - - - -> : Pengaruh Tidak Langsung

Research Hypothesis

1. H1: There is a direct effect of commitment on motivation.
2. H2: There is a direct influence of communication on motivation.
3. H3: There is a direct influence of commitment on performance.
4. H4: There is a direct influence of communication on performance.
5. H5: There is a direct influence of motivation on performance.
6. H6: There is an indirect effect of commitment on performance through motivation
7. H7: There is an indirect influence of communication on performance through motivation.

III. RESEARCH METHODS

The research design used was explanatory quantitative to prove the direct and indirect influence of commitment and communication on nurse performance through motivation at Yadika Kebayoran Lama Hospital. The population and research were all nurses at Yadika Kebayoran Lama Hospital totaling 36 people, while the sample used the saturated sample method or census, while the data analysis method used path analysis.

RESULTS AND DISCUSSION

RESULTS

Direct Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P. Values
Commitment -> Nurse Performance	0.766	0.767	0.093	8.241	0.000
Commitment-> Motivation	0.438	0.424	0.147	2.970	0.003
Communication-> Nurse Performance	0.125	0.124	0.056	2.242	0.025
Communication -> Motivation	0.293	0.312	0.141	2.081	0.038
Motivation-> Nurse Performance	0.216	0.215	0.073	2.953	0.003

Data processed with smart PLS (2024)

The effect of commitment on the performance of nurses at Yadika Kebayoran Lama Hospital shows a path coefficient value of 0.003. P Values < 0.05 with a T statistic value of 2.970. This value is greater than the T-table (1.69), which means that **Hypothesis 1 is accepted.**

The influence of communication on motivation at Yadika Kebayoran Lama Hospital shows a path coefficient value of 0.038, P Values <0.05 with a T statistic value of 2.081. This value is greater than T Table (1.69), which means that **Hypothesis 2 is accepted.**

The effect of commitment on nurse performance shows a path coefficient value of 0.000, P value <0.05 with a T statistic value of 8.241. This value is greater than the T table (1.69), which means that **Hypothesis 3 is accepted.**

The effect of communication on nurse performance shows a path coefficient value of 0.025, P value <0.05 with a T statistic value of 2.242. This value is greater than T Table (1.69), which means **Hypothesis 4 is accepted.**

The influence of motivation on the performance of nurses at Yadika Kebayoran Lama Hospital shows a path coefficient value of 0.003, P value <0.05 with a T statistic value of 2.953. This value is greater than T Table (1.69), which means that **Hypothesis 5 is accepted.**

Indirect Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P. Values
Commitment -> Nurse Performance	0.095	0.094	0.053	1.795	0.043
Commitment-> Motivation					
Communication-> Nurse Performance	0.063	0.067	0.040	1.883	0.014
Communication -> Motivation					
Motivation-> Nurse Performance					

Data processed with smart PLS (2024)

The results of the analysis show that the indirect effect of commitment on nurse performance through motivation is positive and significant with a path coefficient value of 0.043, P Values <0.05 and T Statistics of 1.795, greater than T table 1.65, so the effect is positive and significant. **Hypothesis 6 is accepted.**

The results of the analysis show that the indirect effect of communication on nurse performance through positive motivation is significant with a path coefficient value of 0.014, P value <0.05 and a T statistic value of 1.583, greater than T table 1.65, so the effect is positive and significant. **Hypothesis 7 is accepted.**

DISCUSSION

A. The Direct Influence of Commitment on Motivation

The direct effect of commitment on the performance of nurses at Yadika Kebayoran Lama Hospital shows a path coefficient value of 0.003. P Values < 0.05 with a T statistic value of 2,970. This value is greater than the T-table (1.69). Based on these results, it can be interpreted that commitment has a significant positive direct effect on motivation, which means that it is in accordance with the first hypothesis where commitment is able to be a driving factor for motivation. If the commitment of nurses at Yadika Kebayoran Lama Hospital is well maintained, work motivation will increase.

This is in line with the results of research by Parra and Castillo (2018) which found that motivation was able to shape nurses' commitment.

B. The Direct Influence of Communication on Motivation

The direct influence of communication on motivation at Yadika Kebayoran Lama Hospital shows a path coefficient value of 0.038, P Values <0.05 with a T statistic value of 2.081. This value is greater than T Table (1.69). Based on these results, it can be interpreted that communication has a significant positive direct effect on motivation at Yadika Kebayoran Lama Hospital, which means that it is in accordance with the second hypothesis where communication is able to be a driving factor for motivation. By maintaining good two-way communication, each nurse can carry out their duties well and completely, which will strengthen work motivation. This is not in line with K.A.R Sulfira (2021) who found that there was no significant influence between openness of communication on nurses' work motivation. However, in line with Guston Sitorus and Edi Siregar (2024) in the IJAR journal, communication has a significant positive direct effect on motivation.

C. The Direct Influence of Commitment on Nurse Performance

The direct effect of commitment on the performance of nurses at Yadika Kebayoran Lama Hospital shows a path coefficient value of 0.000, P value <0.05 with a T statistic value of 8.241. This value is greater than T table (1.69) Based on these results, it can be interpreted that commitment has a significant positive direct effect on nurse performance, which means that it is in accordance with the third hypothesis where commitment is able to be a driving factor in nurse performance. If nurses have high commitment, nurse performance will increase. This is in line with research conducted by Fu and Deshpade (2018) showing that employee commitment to the organization is able to produce significant employee performance

D. The Direct Influence of Communication on Nurse Performance

The direct influence of communication on the performance of nurses at Yadika Kebayoran Lama Hospital shows a path coefficient value of 0.025, P value <0.05 with a T statistic value of 2.242. This value is greater than T Table (1.69). Based on these results, it can be interpreted that communication has a significant positive direct effect on nurse performance, which means that communication is a factor that causes an increase in nurse performance. If communication is improved, nurse performance will increase. This is in line with research by Hendra Hadiwijaya (2018) that the communication variable has a significant positive direct effect on the performance of nurses at Bhayangkara Hospital, Palembang. And in accordance with research presented by Guston Sitorus, Edi Siregar (2024) IJAR, organizational communication has a direct positive and significant effect on the performance of employees at Agung Podomoro University.

E. The Direct Influence of Motivation on Nurse Performance

The direct influence of motivation on the performance of nurses at Yadika Kebayoran Lama Hospital shows a path coefficient value of 0.003, P value <0.05 with a T statistic value of 2.953. This value is greater than T Table (1.69). Based on these results, it can be interpreted that motivation has a significant effect on nurse performance so that motivation is the main driving factor for nurse performance. If motivation is strengthened then performance will increase.

These results are in line with the results of research data found by D.R. Suparman (2023) states that motivation has a significant effect on employee performance.

F. The Indirect Effect of Commitment on Performance Through Motivation

The results of the analysis show that the indirect effect of commitment on nurse performance through motivation is positive and significant with a path coefficient value of 0.043, P Values < 0.05 and T Statistics > 1.65, the effect is positive and significant. Strengthening commitment will influence and increase work motivation so that it will improve nurse performance. These results are in accordance with the results of research conducted by Shim et al. (2018) found that commitment drives nurse performance in achieving organizational goals.

G. The Indirect Effect of Communication on Performance Through Motivation

The results of the analysis show that the path coefficient value of the influence of communication on nurse performance through motivation is 0.014 and the T statistic value is > 1.65, so the effect is positive and significant. Good communication from leaders will motivate nurses to work better so that performance increases. These results are in accordance with the results of research conducted by Newman et al. (2018) research found that employees who have good communication are effective so that employee performance can also be formed through this motivation. Also according to the explanation of Guston Sitorus, Edi Siregar (2024, IJAR journal) that communication has a significant positive indirect effect on performance through motivation of employees at Agung Podomoro University.

IV. CONCLUSION

1. The Commitment has a direct positive and significant effect on the work motivation of nurses at Yadika Kebayoran Lama Hospital.
2. Communication has a direct positive and significant effect on the work motivation of nurses at Yadika Kebayoran Lama Hospital.
3. Commitment has a direct positive and significant effect on the performance of nurses at Yadika Kebayoran Lama Hospital.
4. Communication has a direct positive and significant effect on the performance of nurses at Yadika Kebayoran Lama Hospital.
5. Motivation has a direct positive and significant effect on the performance of nurses at Yadika Kebayoran Lama Hospital.
6. Commitment has a positive and significant indirect effect on nurse performance through motivation at Yadika Kebayoran Lama Hospital.
7. Communication has a positive and significant indirect effect on nurse performance through motivation at Yadika Kebayoran Lama Hospital.

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