



© Copyright Kemala Publisher
All rights reserved

Science, Engineering and Social Science Series
ISSN/e-ISSN: 2541 – 0369/2613 – 988X
Vol. 4, No. 4, 2020, Printed in the Indonesia

The Influence of Training and Competence on Nurse Performance Over Organizational Commitment as an Intervening Variable

Irma Kartiani^{1,*}, Rina Anindita¹, Rokiah Kusumapradja¹

¹Hospital Administration Management, Esa Unggul University, Jakarta

Nurse performance is very important in the process of patient service at the hospital. The poor performance of nurses will enable consumers to choose other hospitals that have a negative impact on the hospital's image. Therefore, competent nurses are needed to be able to provide excellent service to patients. Thus, to create competent nurses, a hospital should be improving competence by facilitating nurses by providing periodic training that is beneficial for nurses so that their work becomes effective and efficient. The purpose of this study aimed to prove the influence of training and competence on the performance of nurses in the hospitalized unit of Hermina Daan Mogot Hospital with organizational commitment as an intervening variable. In this research we use quantitative methods during survey at Daan Mogot Hospital. In this research the data taken from questionnaires on all nurses in the hospitalized units at Hermina Daan Mogot Hospital. The total population sampling in this study reached 76 nurses in the hospitalized unit in entire population. This study is using a simple regression test and t test where the results of the study indicate that training and competence have affect in the performance of nurses. However, training and competence do not affect organizational commitment, nor does organizational commitment affect nurses' performance. Thus, the research findings show that nurse performance is directly affected by training and competence without being influenced by organizational commitment while in different research models the organizational commitment can be a moderating variable between training and nurse performance.

Keywords: Training, Competence, Organizational Commitment and Nurse Performance

1. INTRODUCTION

The hospital is one of the companies engaged in services that has the function of providing quality health services to the community in order to provide satisfaction to patients. In addition to providing facilities and sophisticated technology, hospitals need internal strengths to support their performance processes. One of the important internal strengths for a hospital is the human resources or the people who work in it. Based on employee data at the Hospital, almost 60% of human resources are nurses. Therefore, all hospitals began to improve service facilities and the performance of employees especially nurses began by providing education and training so that nurses' competencies could be improved and able to provide excellent service to patients. Nurse performance is the result of nurses' work achievement in carrying out their duties based on nursing care standards [1]. Nurses' performance will improve if -

*Email Address: irmakartiani@gmail.com

they are given training which is an effort to improve work skills both technical and managerial. Through training activities carried out, the hospital can increase employee changes in all matters both in behavior, work, expertise and accuracy as well as speed in working and completing tasks and responsibilities. So that, the existence of training will greatly affect competency improvement which impacts on employee performance. Nursing training must be in accordance with the needs of nurses where in the Minister of Health Regulation number 40 of 2017 it has been explained that a nurse has at least attended basic nursing training. In addition, the training and competence over organizational commitment also has an important role in improving employee performance in the company. Organizational commitment can increase employee loyalty to the organization [2]. Hermina Daan Mogot Hospital is the fourth member of the Hermina Hospital Group and has become a Class B Hospital in 2013 and has received BPJS since 2014 so that the health

services provided have also improved. Currently RSHDM already has 250 inpatient beds with a total of 230 nurses in service and managerial units. Hermina Daan Mogot Hospital has been able to provide medical services for various specialists and subspecialties and to support referral services from the local medical (Puskesmas). Based on the appraisal data 2018, the nurse performance has the lack of performance from the low level of work discipline and the quality of nurses' work as seen from the slow response of health workers in providing services. One of them is the lack of preparedness of nurses in handling emergency cases (60%), the length of time nurses responds to patient complaints when called (30%), the service of nurses that are less friendly (5%) and the number of patient safety in hospitals (15%). In addition, every year it is recorded that there is a nurse turnover of around 13-15% per year. This needs to be a concern of the personnel department because nurses are a hospital asset that has a lot of direct contact with patients. Seeing the phenomenon that is happening right now, hospital management is starting to improve the performance of nurses by providing training and increasing work competence and motivation by increasing career level so that nurses' commitment to the hospital is better. The role of training in improving performance is explained empirically on 1550 health workers in Spain [3]. The training can improve employee performance especially in terms of drug selection and use. The research comparative study of 12 hospital staff in the Netherlands were significant differences in performance between employees who carried out training and employees who did not attend training [4]. On 663 employees in Japan shows that competency especially emphasized in terms of English has a strong role in building employee commitment and improving company performance [5]. Here, the banking sector in Kuwait also showing the same results, namely employee competence has a significant influence on organizational commitment as measured in three indicators namely affective, normative and sustainable [6]. Thus, on 152 Government employees in Kendari City explained that employee competencies are able to increase commitment to the organization [7]. Furthermore, the organizational commitment is able to mediate the effect of competence on employee performance [8]. Based on the phenomenon we interested in raising the theme of the study entitled the effect of training and competence on nurse performance in Hermina Daan Mogot Hospital with organizational commitment as an intervening variable. The purpose of this study was to analyze the effect of training and competence on nurse performance with organizational commitment as an intervening variable at Hermina Daan Mogot Hospital.

2. METHODOLOGY

The relationship between variables is a summary of theoretical explanations taken by researchers and research that supports research conducted by researchers. Relationships between variables are used to support hypotheses that are proven from relevant theories and research.

A. *The effect of training on commitment organizational*

Training is a process to improve employee competency and can train the abilities, skills, expertise and knowledge of employees to carry out work effectively and efficiently to achieve goals in a company [9]. Here, the training on organizational commitment is significant influence of education and training on organizational commitment in the employees of the Revenue, Financial Management and Regional Assets Office of Kapuas Hulu Regency [10]. Thus, the hypothesis as follows:

H₁: There is a positive and significant effect of training on organizational commitment.

B. *The effect of competence on organizational commitment*

The competence is one's ability to fulfill what is required by a job so as to achieve the expected results [11]. Here, in 663 employees in Japan showing that competency especially emphasized in terms of English has a strong role in building employee commitment to bring the company into the global realm [12]. Based on the description above, then the hypothesis can be made as follows:

H₂: There is a positive and significant effect of competence on organizational commitment.

C. *The Effect of Training on nurse performance*

Health workers in Spain showing that training can improve the performance of nurses, especially in terms of drug selection and use [13, 14]. This shows that the more training given, the higher the nurse's performance. Then the hypothesis proposed is as follows

H₃: There is a positive and significant influence of training on nurse performance.

D. *The Effect of competence on nurse performance*

A person's ability to fulfill what is required by a job so as to achieve the expected results [15]. On 23 health organizations in Europe stated that there is an influence of nurse competence as indicated by educational background qualifications on nurse performance, based on the description [16, 17].

The following hypotheses can be made:

H4: *There is a positive and significant effect of competence on nurse performance.*

E. The Effect of organizational commitment on employee performance

Organizational commitment is an individual's willingness to be with an organization that is measured by the pride of employees towards the company, the loyalty of employees to survive and the willingness of employees to work towards the company [18, 19, 20]. Empirical study on a sample of 85 nurses at Dorak Meranti Island Regional Hospital showed work commitment to support nurse performance [21, 22, 23]. Based on this theory and research, the following hypotheses can be made:

H5: *There is a positive and significant influence of organizational commitment on nurse performance.*

In this research we use quantitative research methods with hypothesis testing with explanatory approach survey to causality research. Thus, the survey method in quantitative research has been applied to obtain information about characteristics, actions and opinions that represent the population through a questionnaire on variables in the study. We also use explanatory research designs because the purpose of this study is to prove empirically and explain the impact of training and competence on nurse performance with organizational commitment as an intervening variable. This research was conducted at the Hermina Daan Mogot Hospital especially hospitalized units with a short period of time (one short study) from November 2019 - January 2020. The total population of this study were 76 nurses who worked in the Hermina Daan Mogot Hospitalized unit and researchers using non-probability sampling techniques. It means that the total sample used all populations, namely 76 respondents. Data analysis using path analysis with SPSS software [24, 25]. This study uses primary data and secondary data to collect data. To collect primary data, this study provided 40 questionnaires to nurses in the inpatient unit. Data measurement from all research variables uses a Likert scale and category. The determination of the Likert scale in this study uses a level scale of 1 to 5 for the variables of competence, organizational commitment and nurse performance. The Likert scale consists of five points where a score of 1, indicates "strongly disagree", and a score of 5, representing "strongly agree". Whereas the training variables are divided into 2 categories namely category 1 for nurses who have taken all basic training and category 2 for nurses who have completed incomplete basic training. Training is said to be complete if the nurse has participated in all basic training. Training is said to be incomplete if the training attended by nurses is less than 9 basic training. The variables in this study include

independent variables namely training (X1) and competence (X2), intervening variables namely organizational commitment (Z) and the dependent variable namely nurse performance (Y). The hypothesis of this study will be tested in two stages: first using the t-test for training variables and a simple regression test for competency variables, organizational commitment and performance to determine the influence between variables. The following research design to determine the effect between variables (see Figure 1).

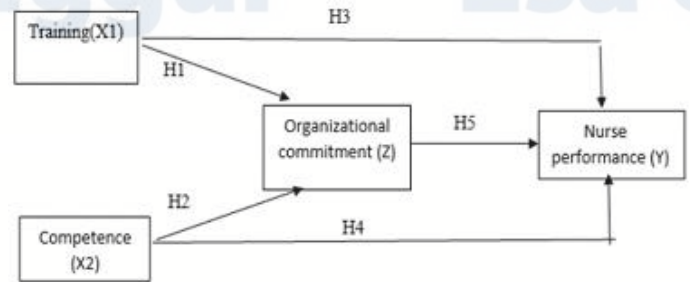


Figure 1. Research Design

3. RESULTS AND DISCUSSION

Characteristics of respondents in this study consisted of five characteristics seen from career level, gender, marital status, educational background, and years of service of nurses in the hospitalized unit at Hermina Daan Mogot Hospital. Based on descriptive analysis of respondents 44.7% were clinical nurses 1 (PK1), 27.63% clinical nurses 2 (PK 2), 14.4% clinical nurses 3 (PK 3) and 13.2% clinical nurses 4 (PK 4). Almost all respondents were dominated by women (97.8%) and only 2.2% by men. The marital status, 55.6% of nurses were single and 44.4% were married. Most respondents (64.4%) were diploma graduates (D3) and 35.6% were undergraduate graduates (S1-NERS). The average nurse has worked 0-2 years is 45.5%, 2-4 years 29.5% and more than 4 years 25%. Specifically, for training variables, researchers divided them into 2 categories, namely category 1 for nurses who had completed 9 basic trainings in full and category 2 for nurses who had completed incomplete training. The number of nurses who had completed 9 complete basic training was 52 people (68.42%) and the number of those who had incomplete training was 24 people (31.5%). Descriptive analysis of variables using the three-box method is calculated based on the distance of the highest and lowest scores on the score assessment questionnaire with the interpretation of the index as follows (see Table I and Table II).

Table I. Total Score Variable Based on Three Box Method

No	Variable	Score	Interpretation
1.	Competence	301.8	high
2.	Organizational commitment	258.14	medium
3.	Nurse performance	346.14	high

Index: 76-177.2 = low; 177.3 - 278.5 = medium; 278.6- 380 = high

Table II. The Mean Training Score

Training	N	Mean	Std.Deviation	Std. Error
COMMIT Complete	52	3,3000	.46458	.06505
Incomplete	24	3,3756	.37231	.07446
Training	N	Mean	Std.Deviation	Std. Error
Performance Complete	52	4,1524	.47752	.06687
Incomplete	24	3,9072	.33529	.06706

The research hypothesis was tested using a t-test on the training variable and a simple regression test for other variables in order to know the effect between variables. Following are the results of hypothesis testing based on statistical values (see Table III).

Table III. Hypotheses assessment

Hypotheses	P-value	Empirical evidence	Result
H1: The impact of training on organizational commitment	0,481	Not significant	Rejected
H2: The impact of competence on organizational commitment	0,535	Not significant	Rejected
H3 :The impact of training on nurse performance.	0,024	Significant	Accepted
H4: The impact of competence on nurse performance	0,018	Significant	Accepted
H5: The impact of organizational on nurse performance	0,451	Not Significant	Rejected

Source SPSS 25, 2020

P-value = significant at 0.05 level

From Table III it can be seen that from the 5 hypotheses only two hypotheses were accepted which were seen from a significant value <0.05 . In this study it was found that training and competence directly influence nurse performance without mediating organizational commitment. From table 3 it can be seen that from the 5 hypotheses only two hypotheses were accepted which were seen from a significant value <0.05 . In this study it was found that training and competence directly influence nurse performance without mediating organizational commitment (see Figure 2).



Figure 2. Nurse Performance Commitment

Based on Table III it was found that training and competence did not significantly influence organizational commitment as a mediating variable because based on respondents' profiles around 45.5% nurses were employees with 0-2 years of service meaning nurses were still new at Hermina Daan Mogot Hospital so that the emotional attachment of nurses the hospital has not been formed properly. In addition, organizational commitment is a person's feelings that cannot be measured so that it can create insignificant data. In contrast to organizational commitment, performance is directly affected by training

and competence. This is seen from the significant positive effect of training and competence on nurse performance. From the results of the study showed that nurses who had attended complete and incomplete training were able to influence the performance of nurses. The magnitude of the effect of a complete and incomplete training can be seen from the mean value where nurses who have completed the training have a greater average value of 4.15 while incomplete training has a smaller mean of 3.9. Based on the respondent profile, nurses who had completed the complete basic nursing training were 67.41%, so it can be concluded that almost half of all nurses had completed the complete basic training. With the higher or complete training, the higher the nurses' performance. Although there are many factors that affect performance, it turns out that training is able to be one of the factors that influence the performance of nurses so it is a good suggestion for management to improve training in hospitals. The competency variable also affects the nurse's performance, this can be seen from the descriptive analysis of the competency variable being in a good category directly proportional to the performance which also has a good category. In addition, seen from the completeness of the training followed by nurses that 68.42% of nurses attended basic training in full which would certainly improve competence. Because training aims to increase knowledge, skills are a dimension of competence. Therefore, increasing the competence of nurses in hospitals can be a good proposal to improve nurse performance so that they can continue to create quality and efficient work. In this study also found that there is no significant positive effect between commitment to nurse performance. This is seen from the description of the variable organizational commitment in the medium category while the performance is in the good category. So, there is no straight line between commitment and nurse performance. In addition, this can be due to 45.5% of nurses are new employees, namely with a work period of 0-2 years so that nurses' attachment to the hospital is still normal and does not affect the performance of nurses in carrying out their work. It could be that new nurses joined Hermina Daan Mogot Hospital, but the nurse had previously worked elsewhere. Therefore, their work experience is still able to create good performance. From the discussion above, it can be concluded that training and competence directly influence nurses' performance without being mediated by organizational commitment. With the results obtained from this study, it is possible that organizational commitment is not an intermediate or mediating variable of training and competence on performance but is another variable so researcher take the initiative to process data with different sides. Researchers try to use the general linear model test (GLM). The general linear model test is a statistical model that seeks to see the relationship between the dependent variable and the independent variable by means of two-way ANOVA analysis. In the GLM test, researchers use organizational commitment as

a moderating variable between training and competence on nurse performance. This test is conducted univariately which functions to analyze the opportunities for the dependent variable (nurse performance) as seen from the independent variables namely training, competency and organizational commitment in the form of categories. The division of training categories has been explained previously, namely category 1 complete training and category 2 incomplete training. For organizational commitment, researchers divide the category into 2 namely high commitment in category 1 and low commitment in category 2. Likewise, with competency, category 1 is high competency and category 2 is low competency. Determination of categories 1 and 2 seen from the value of the median on the total score of the nurse questionnaire on the variable competency and organizational commitment (see Table IV).

Table IV. Median score of competence and commitment

Parameters	Competence	Commit
N valid	76	76
Missing	0	0
Median	4.1300	3.400

Table IV shows the median value > 4.13 falls into category 1, namely high competence while <4.13 is in category 2 (low competency). (high commitment) and <3.43 are in category 2 (low commitment). After the data is obtained, hypothesis testing is done one by one, namely 1) testing the effect of training, organizational commitment on nurse performance; 2) Test the effect of competence, organizational commitment on nurse performance. Through the GLM model, it was found that organizational commitment has a significant value between training on nurse performance as seen from the test value sig = 0.045. This means that training will have more influence on nurse performance if followed by good organizational commitment. In the findings of this study, organizational commitment is a variable that is able to strengthen the effect of training variables on nurse performance. Whereas the competency variable, the results show that organizational commitment still does not have a significant effect between training on nurse performance as seen from the value of sig = 0.168 meaning competence will continue to influence the performance of nurses without organizational commitment. So, in competence organizational commitment is not a variable that strengthens or intermediaries between competencies and nurse performance. The results of this study indicate that complete or incomplete training has no effect on organizational commitment meaning that although the Hospital has provided positive support to nurses in the form of providing training, it is not able to increase the commitment of nurses to Hermina Daan Mogot Hospital. Likewise with competency, although nurse competency is included in the high category but it does not affect the

commitment of nurses to the hospital. Training and competence have no effect towards organizational commitment. This is because commitment is a person's feelings that cannot be measured objectively, so we need a variable that is more likely to increase organizational commitment. In this study also found that organizational commitment has no effect on nurse performance. Many factors affect one's commitment to the company, one of which is the length of time someone has worked in the company. Characteristics of respondents in this study nearly 45.5% were nurses with a service period of 0-2 years so that the nurses' attachment to the hospital was not well formed. The uniqueness of this study is that training and competence directly influence the performance of nurses without mediating organizational commitment. However, training will have more influence on nurse performance with organizational commitment as a moderating variable. So the findings of this study are that training can improve nurse performance if followed by good organizational commitment.

4. CONCLUSIONS

Based on the results and discussion of hypothesis testing and research findings, the conclusion of this study is that training and competence have a positive and significant direct effect on nurse performance without mediating organizational commitment. However, research findings indicate that training will have more influence on nurse performance if followed by good organizational commitment. In other words, the findings of this study that there is an effect of training on nurse performance with organizational commitment as a moderating variable.

From the results of the study, the management of Hermina Daan Mogot Hospital needs to evaluate or refresh the training that has been given previously so that the knowledge possessed by nurses can be maintained or even increased. In addition, the nursing team works closely with the education and training department to hold basic training in nursing that has not been followed by nurses so that it is targeted that 100% of nurses have completed 9 complete basic training. The human resource department can conduct a job analysis assessment of the job classification. From the job analysis it can help the HR management department in determining work performance standards. A nurse's competency must also be based on credentials so that the hospital must have a credential team that should be done every career advancement or at least 2-3 years to reevaluation credentials to assess the nurse's competency. To increase commitment to the hospital, a family gathering can be held at the end of each year to increase the sense of kinship of nurses to all lines in the hospital. Commitment can also be increased by increasing career level, salary by looking at the performance of nurses each year. Based on the results and discussion of hypothesis testing and research findings, the recommendation for recommendations is that hospital management needs to re-evaluate policies at the hospital

especially for nurses starting from determining working hours, career paths and compensation so that the organizational commitment of nurses at Hermina and Mogot Hospital can be improved. Re-evaluation of any training that has not been followed by nurses so that it can be suggested to be held in the hospital's education and training section. The results of this study are expected to be developed by further researchers by adding other variables that are thought to affect the performance of nurses. The author also hopes that further researchers can study more deeply the research findings with the research subjects in different places as a result of research comparison.

References

- [1] Assem, dan Dulewicz . (2014). Patient Satisfaction And GP trustworthines practice orientation and performance: Implications for selection,training and revalidation. *Journal of health organization and management*, 28(4), 532-547.
- [2] Dessler, Gary, (2013). *Manajemen Sumber Daya Manusia, Edisi 9, Jilid 1. Gramedia. Jakarta.*
- [3] Fransen, A. F., Van de Ven, J., Meri n, A. E. R., de Wit-Zuurendonk, L. D., Houterman, S., Mol, B. W., and Oei, S. G. (2012). Effect of Obstetric team training on team performance and medical Technical skills: a randomised controlled trial. *BJOG: An International Journal of Obstetrics and Gynaecology*, 119(11), 1387-1393.
- [4] Gibson, J.L.,Ivancevich ,dan Donnelly. (1997). *Organization. Terjemahan edisi kelima cetakan kedelapan. Jakarta: Erlangga.*
- [5] Gilles, D.A., (1994).*Nursing Management: A System approach*.Third edition. Philadelphia: W.B. Saunders Company.
- [6] Ghozali,Imam. (2013). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 21 Update PLS Regresi. Semarang: Badan Penerbit Universitas Diponegoro.*
- [7] Hasibuan, Malayu S.P. (2006). *Manajemen Sumber Daya Manusia. Cetakan ke tujuh, edisi revisi. PT. Bumi Aksara. Jakarta.*
- [8] Herrero, P., Belvis, E.,Moreno, V, Duran-Bellonch, M. M., dan Ucar, (2011). Evaluation of training effectiveness in the Spanish health sector. *Journal of Workplace Learning*, 23(5), 315-330.
- [9] Lertputtarak, S. (2012). The Influence of HR, IT, andMarket Knowledge Competencies Performance of HR Managers in Food Exporting Companies in Thailand. *International Business Research*, 5(1). 87-97.
- [10]Kaluzny, A.D., (1982). *Management of Health Services*.Upper Saddle River. New Jersey: Prentice Hall, Inc.
- [11]Kreitner, Robert &Kinicki. (2005). *Perilaku Organisasi. Jakarta : Salemba Empat.*
- [12].Lotunani, A., Idrus, M. S, Afnan, E., dan Setiawan, M. (2014). The Effect of Competence on Commitment, Performance and Satisfaction with Reward as a Moderating Variable (A Study on Designing Work plans in Kendari City Government, Southeast Sulawesi). *Dalam International Journal of Business and Management Invention*, 3(2), 18-25.
- [13]Margono, (2004). *Metodologi Penelitian Pendidikan, Jakarta :Rineka Cipta.*
- [14].Mathis, R. L., and Jackson, J. (2011). *Human Resource Management: Essential Perspectives*. Cengage Learning.
- [15].*Peraturan Menteri Kesehatan Nomor 40 tahun (2017) tentang Pengembangan Jenjang Karir Profesional Perawat Klinis.*
- [16].Potter & Perry. (2002). *Buku Ajar Fundamental Keperawatan Konsep, Proses, dan Praktik. Edisi 4 volume 2. ECG. Jakarta.*
- [17]PPNI.(2017). *Standar Kompetensi PerawatIndonesia, Edisi IV. Jakarta.*
- [18].Rivai, veitzhal. (2011). *Manajemen Sumber DayaManusia untuk Perusahaan :Dari Teori ke Praktik. Rajawali Pers.*
- [19].Robbins, S. P, & Judge, T. (2013). *Organizational behavior*(15th ed.). Boston: Pearson.
- [20] Setiawan, dan Imam Ghozali. (2006). *Akuntansi Keperilakuan Konsep Dan Kajian Empiris Perilaku Akuntan. Badan Penerbit Universitas Diponegoro.*
- [21].Sugiyono. (2012). *Metode Penelitian Kuantitatif, Kualitatif dan R and D*. Afabeta.Bandung.
- [22].Virk, H. K. (2011). Impact Of Emotional Intelligence On Job Satisfaction, Organizational Commitment and Perceived Success. *International Journal Art and Sciences*, 4(22), 297-312.
- [23].Vukovic, D., Bjegovic-Mikanovic, V., Otok, R., Czabanowska, K.,and Laaser, U. (2014). Which level of competence and performance is expected? A survey among European employers of public health professionals. *International journal of public health*, 59(1), 15-30.
- [24].Yamao, S., and Sekiguchi, T. (2015). Employee commitment to corporate globalization: The role of English language proficiency and human resource practices. *Journal of World Business*, 50(1), 168-179.
- [25].Yu, W, and Ramanathan, R. (2012). The effects of employee Competencies and IT applications on operations strategy: an empirical study of retail firms in China. *Measuring Business Excellence*, 16(1), 3-20.
- [26].Zaitouni, M., Sawalha, N. N., and Sharif, A. (2011). The impact of human resource management practices on organizational commitment in the banking sector i n Kuwait. *International Journal of Business and management*, 6(6), 108-123.

Received: 20 June 2020, Accepted: 07 August 2020