

# Nursing Performance At Type C Hospital: Empowerment, Commitment, Behavior Organizational Citizenship

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**Abstract-** Middle class people who are between upper and lower classes tend to choose middle type hospitals, namely type C because of consideration factors, this article reports the results of the study of the effect of empowerment, commitment, organizational citizenship behavior (OCB) on nurse performance and the effect of empowerment, commitment to OCB on type C hospital. This research method is quantitative, in which the study population is nurses working in type C hospitals in the city of Surabaya. The total sample that has filled in the questionnaire and can be processed as many as 150. The results of this study are empowerment, commitment, OCB has a positive effect on nurse performance and empowerment, commitment has a positive effect on OCB. The importance of the effect of empowering nurses in hospitals in enhancing OCB and organizational performance requires a reliable planning with standardized evaluations in the recruitment of nurses so that they can obtain high quality human/nurse resources in accordance with the values held by a home sick.

**Keywords** – Nurse Performance, Empowerment, Commitment, Behavior Organizational Citizenship

## I. INTRODUCTION

The hospital as an integral part of the overall health service system is developed through a health development plan (Adikoesumo, 1997: 11). In developing countries the population is mostly middle class. Middle class people who are between upper and lower classes tend to choose the middle type of hospital, namely type C because of the consideration of the cost of treatment, the number of hospitals is quite a lot and is located in locations that are quite strategic, spread throughout the city.

With the large number of patients not being matched by the maximum number of nurses, there is certainly a gap in the number of nurses that results in performance. According to Riyanto (2009: 79), nurses have a large role in providing health services because they have the most dominant number in hospitals, around 55 - 65%, therefore nurses are required to improve performance in health services to service users. Nursing is the spearhead of health services and is often used as an indicator of quality health services, and plays a role in determining the level of client satisfaction (Priyanto, 2009).

The phenomenon that often occurs in a type C hospital is the decision of nurses who have the potential to move to another hospital in the context of seeking nurse empowerment facilities, higher salaries and higher or better hospital performance (Triastuti, 2007: 120) . If the phenomenon in hospital type C continues to occur, especially in the areas of large cities with large populations, it will certainly cause an imbalance of health workers needed by the population.

According to Laschinger et al., (2006), structural empowerment has a direct positive impact on the field of work life, which in turn has a direct negative effect on emotional exhaustion. The important role of empowerment factors that affect performance improvement is such as the characteristics of the organization, leaders, employees and the work itself (Yukl, 2010). The results of the empirical study of Indradevi, et al., (2011), Mayerson & Dewettinck (2012), and Taktaz, et al., (2012) that empowerment has a significant effect on performance. While the

results of the empirical study Kariuki et al., (2015) showed that empowerment did not have a significant effect on performance.

Nurse performance can also be created through nurse work commitments, the results of research by Hasani et al., (2013), Uludag, et al., (2011) commitment have a significant effect on OCB. While the results of the empirical study by Hakim et al., (2014) showed another result, namely commitment did not have a significant influence on OCB.

The results of the empirical study of Irefin & Mechanic (2004), and Khan et al., (2012) commitment have a significant effect on performance. Somers & Birnbaum (1998) and Sarmawa et al., (2015) state that commitment does not significantly influence performance.

The importance of the presence of nurses who are human resources in hospitals, with optimal performance is indeed a unit that brings the organization to perfection of work. Therefore, organizations must believe that in order to achieve excellence, it is necessary to strive for individual performance to the highest level of both in-role even at the extra-role (OCB) stage.

Knowing and analyzing the performance of nurses in type C hospitals, is very important in improving the performance of nurses in type C hospitals so that services in type C hospitals can run well. This article reports the results of research on the effect of empowerment, commitment, OCB on nurse performance and the effect of empowerment, commitment to OCB in type C hospitals.

## II. THEORETICAL BASIS

### Performance

Performance is as something that is done and produced in the form of products or services, in a certain period and a certain size by a person or group of people through the skills, abilities, knowledge and experience (Soelaiman, 2007: 279. Some factors that affect individual performance according to Mathis & Jackson (2010: 97), is their ability, motivation, support received, the existence of the work they do, and their relationship with the organization.

### Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) as individual behavior that is free, is not directly or explicitly related to the reward system and can enhance the effective functioning of the organization (Organ, 2008: 290). There are seven aspects of OCB according to Podsakoff (et al., 2000). They are, helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, self-development.

### Empowerment

Empowerment is a motivational concept of self efficacy, which is a process to increase feelings of self-efficacy among members of the organization through identification that encourages helplessness and gets rid of these things through formal organizational practices and informal techniques by providing information (Conger & Kanungo, 1988).

Empowerment and human resources, according to (Nawawi, 2012), is a process of activities to further empower human resources through human development and change itself, in the form of: ability, trust, authority, responsibility, activities, and improving performance.

### Organizational Commitment

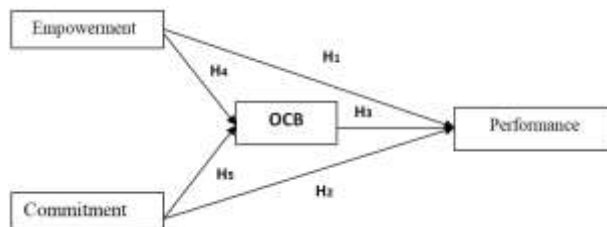
Organizational commitment is a form of attitude (Luthans, 2002: 235), which consists of emotional, informational and behavioral. The concept of organizational commitment, as measured by the Organizational Commitment Questionnaire (OCQ) from Porter et al., (1974) and made improvements by Cook and Wall (1980) is characterized by three interrelated dimensions namely: acceptance of the organization's values, willingness to using business on behalf of the organization, and the desire to stay with employees in one organization.

## III. RESERACH METHODE

This research begins with the problem of Nurse performance at Type C Hospitals in Surabaya need to be improved, based on theoretical studies from Heider (2010), Mink (2010), Gibson (2012), Nawawi (2012), Allison (2011), Podsakoff (2010), Organ (2013), Carver, (2010), George & Jones (2012), Allen & Meyer (1993), Luthan (2010), Dessler (2011), Mowday et al. (2011), Curtis & Wright (2011), Porter et al. (2010), Newstrom & Davis (2012). And empirical studies from Indradevi (2011), Taktaz, et al. (2012), Meyerson & Dewettinck (2012),

Kariuki & Murimi (2015), Irefin & Mechanic (2014), Sarmawa et al. (2015), Khanet al. (2012), Somers & Dee Birnbaum (1998), Nasiret al. (2011), Tehran et al. (2013), Naderi & Hoveida (2013), Bogler & Somech (2004), Bagheri et al. (2011), Hasani et al., (2013), Hakimet al. (2014), Uludag, et al. (2011).

This research method is quantitative, based on theoretical and empirical studies the conceptual framework is as follows:



**Figure 1. Conceptual Framework**  
Source: Processed by researchers (2020)

From the framework of the research concept hypothesis this study is:

- Hypothesis 1: Empowerment of nurses has a significant effect on nurse performance in type C hospitals.
- Hypothesis 2: The commitment of nurses has a significant effect on the performance of nurses in type C hospitals.
- Hypothesis 3: Organizational Citizenship Behavior (OCB) nurses have a significant effect on nurse performance in type C hospitals.
- Hypothesis 4: Empowerment of nurses has a significant effect on Organizational Citizenship Behavior (OCB) nurses in type C hospitals.
- Hypothesis 5: Nurses' commitment has a significant effect on Organizational Citizenship Behavior (OCB) nurses in type C hospitals.

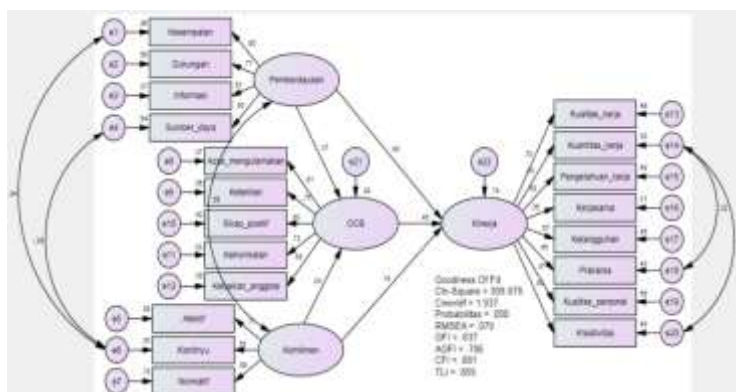
Population criteria used in this study have the following requirements: a minimum education of a nursing degree who has taken a professional nursing education, has worked as a nurse at a type C hospital in Surabaya for at least 1 (one) year, has a Nurse Practice License that still applies.

Data obtained from the Surabaya City Health Office (2016), type C hospitals in the city of Surabaya were 17 hospitals consisting of 11 general hospitals and 6 specialty hospitals. Respondents who fit the criteria in this study with a total of 161 people, and questionnaires returned and could be processed as many as 150.

#### IV. RESULTS AND DISCUSSION

##### a. Research result

After the model modification experiment based on the modification index issued by the AMOS program, the model produced a better evaluation than before. Here are the results of the model that has been modified:



**Figure 2. Modified Structural Model**  
Source: Processed Data (2020)

The next step is to check the modified goodness of fit index model. A model that is modified through an indicator modification will produce a better index of goodness of fit.

**Table 1. Goodness of Fit Modified Structural Model Testing**

Goodness of Fit Index	Criteria	Model Results	Information
Chi-Square	190.516	309.878	Poor fit
RMSEA	≤ 0.08	0.079	Good fit
GFI	≥ 0.90	0.837	Marginal fit
AGFI	≥ 0.90	0.786	Poor fit
TLI	≥ 0.95	0.859	Marginal fit
Cmin/DF	≤ 2.00	1.937	Good fit
CFI	≥ 0.95	0.881	Marginal fit

Source: Processed Data (2020)

Based on table 1 above, it can be seen that the results of the model evaluation for the structural modification model have shown better criteria where the measure of goodness of value is fulfilled, namely RMSEA of 0.079 and Cmin/df of 1,937. The size of the goodness of fit GFI, CFI and TLI values have approached the expected value with a value of 0.837, 0.881, and 0.856. Thus to test the proposed research hypothesis it would be better to use the results of the structural model that has been modified.

The decision to answer the hypothesis about the influence between variables in the research model is by looking at the significance value. An influence relationship between variables can be said to be significant if the resulting significance value < 0.05 ( $\alpha = 5\%$ ). Estimated coefficient values, and significance values (P-values) are presented in table 2.

**Table 2. Hypothesis Test Results**

Hypothesis	Causality Relations	Estimate	S.E.	C.R.	P
1	Empowerment → The performance	0.398	0.061	3.885	***
2	Commitment → The performance	0.189	0.058	2.089	0.037
3	OCB → The performance	0.453	0.086	4.342	***
4	Empowerment → OCB	0.365	0.097	2.701	0.007
5	Commitment → OCB	0.245	0.094	2.030	0.042

Source: Processed Data (2020)

From table 2, it shows that the coefficient of estimation of the effect of empowerment on performance is 0.398 with a positive direction. This shows that empowerment has a significant effect on the performance of nurses in hospitals. The first hypothesis in this study is acceptable.

The estimated coefficient of commitment effect on performance is 0.189 with a positive direction, the resulting significance (p-value) is  $0.037 < 0.05$  ( $\alpha = 5\%$ ), this shows that commitment has a significant effect on nurse performance in hospitals. The second hypothesis in this study can be accepted.

The estimated coefficient of OCB influence on performance is 0.453 with a positive direction, the significance value (p-value) generated < 0.05 ( $\alpha = 5\%$ ), and the third hypothesis in this study is acceptable.

The estimated coefficient of Empowerment effect on OCB is 0.365 with a positive direction, the significance value (p-value) generated is  $0.007 < 0.05$  ( $\alpha = 5\%$ ). These results indicate that empowerment has a significant effect on OCB in hospitals. The fourth hypothesis in this study can be accepted.

The estimated coefficient of commitment effect on OCB is 0.245 with a positive direction, the resulting significance value (p-value) is  $0.042 < 0.05$  ( $\alpha = 5\%$ ). These results indicate that commitment has a significant effect on OCB in hospitals. The fifth hypothesis in this study can be accepted.

**Table 3. Test results for Direct, Indirect, and Total Effects**

Relationship Between Variables	Direct effect	Indirect effect	Total effect
Empowerment → OCB	0.365	-	0.365
Commitment → OCB	0.245	-	0.245
OCB → Performance	0.453	-	0.453
Empowerment → Performance	0.398	0.165	0.563
Commitment → Performance	0.189	0.111	0.300

Source: Data Processed (20120)

Table 3, shows that the effect of empowerment has a greater influence on OCB when compared to commitment, ie with a direct influence coefficient of 0.365. Likewise, if seen the effect on performance, it is known that empowerment has a dominant influence on performance, with a direct effect of 0.398 and a total effect of 0.563.

## **b. Discussion**

### **Effect of Empowerment on Nurse Performance**

The first hypothesis is the effect of empowerment on nurse performance. After testing the hypothesis it was concluded that the first hypothesis was accepted. This is shown in table 2, that the estimated coefficient of influence of empowerment on performance is 0.398 with a positive direction. This shows that there is a direct relationship between empowerment and performance, meaning that the better the empowerment, the higher the nurse's performance will be. The significance value (p-value) generated  $< 0.05$  ( $\alpha = 5\%$ ), indicates that empowerment has a significant effect on nurse performance.

The results of this study support the research of Indradevi (2011) that psychological empowerment has a significant influence on employee performance and job satisfaction of employees of private pharmaceutical companies in India. The research of Meyerson and Dewettinck (2012) also concluded that empowerment consisting of aspects of authority delegating tasks, rewards, and proposing systems, has a significant influence on the performance of telecommunications company employees in America. The authority of delegation/assignment, award based on performance and the proposed system is the most influential on employee performance. The authority of delegation of tasks can provide morale, in addition to the appreciation of work performance gives an influence on the improvement of employee performance.

Nurses are required not only to be able to provide the best service, but also to think about their needs and be empowered properly so that they can work properly. Empowerment (empowerment) will encourage nurses to do things differently and will help nurses increase their confidence in their efforts to improve performance (Kanter, 1993).

### **Effect of Commitment on Nurse Performance**

The second hypothesis is the effect of commitment on performance. Hypothesis testing concludes that the second hypothesis is accepted. This is shown in table 2, that the estimated coefficient of commitment effect on performance is 0.189 with a positive direction. This shows that there is a direct relationship between commitment to performance, meaning that the better the commitment the higher the nurse's performance. The significance value (p-value) generated was  $0.037 < 0.05$  ( $\alpha = 5\%$ ), indicating that commitment had a significant effect on nurse performance.

The results of this study support the research of Irefin & Mechanic (2014) which concluded that employee commitment has a high correlation with the performance of employees of Coca Cola Nigeria Ltd. High commitment can ultimately improve organizational performance. Even to make the organization better, it is better to recruit employees who only want to be fully committed to the organization whose commitments are in line with the organization's vision and mission, and the organization is also required to commit to employees. Research Khan, et al., (2012) also concluded that the effect of commitment to job satisfaction will increase, with increasing performance. This shows that performance can moderate the effect of commitment to increasing job satisfaction. Allen and Meyer (1993) further stated that commitment consisting of affective, continuous, and normative aspects would support the performance of organizational members. The high commitment of nurses as measured by loyalty, the perception of the hospital is part of the nurses themselves, the high need and desire to work in the hospital will contribute to better performance.

### **The Effect of OCB on Nurse Performance**

The third hypothesis is the influence of OCB on performance. Hypothesis testing concludes that the third hypothesis is accepted. This is shown in table 2, that the estimated coefficient of OCB influence on performance is 0.453 with a positive direction. This shows that there is a direct relationship between OCB and performance, meaning that the better OCB, the higher the nurse's performance. The significance value (p-value) generated  $< 0.05$  ( $\alpha = 5\%$ ), indicates that OCB has a significant effect on nurse performance.

The results of this study support the research of Nasir, et al., (2011) who concluded that there is a significant relationship between OCB and Behzisty's employee performance in Iran. This result has significant implications for human resource policies and organizations in Iran. These findings provide important insights in understanding how employees feel their performance by being influenced by OCB. Tehran et al., (2013) also concluded that there is a positive and significant relationship between the dimensions of OCB altruism towards performance. Behavior of helping other employees without coercion on tasks that are closely related to the company's operations will drive

performance improvement. Hakim et al., (2014) through his research also concluded that OCB had a significant influence on the performance.

OCB can improve organizational performance because this behavior is a "lubricant" of the social engine in the organization, in other words with this behavior social interaction among members of the organization is smooth, reducing disputes, and increasing efficiency (Sutanto, 2009). The same thing was conveyed by Podsakoff et al. (1997) that OCB is closely related to the high work output in quantity.

### **Effect of Empowerment on OCB**

The fourth hypothesis is the effect of empowerment on OCB. Hypothesis testing concluded that the fourth hypothesis was accepted. This is shown in table 2, that the estimated coefficient of empowerment effect on OCB is 0.365 in a positive direction. This shows that there is a direct relationship between empowerment of OCB, meaning that the better the level of nurse empowerment, the higher OCB will be. The significance value (p-value) generated was  $0.007 < 0.05$  ( $\alpha = 5\%$ ), indicating that empowerment had a significant effect on OCB from nurses.

The results of this study support the research of Bogler and Somech (2004) which concluded that there is a significant relationship between the empowerment of teachers in Israel to organizational citizenship behavior. The higher the effort of a teacher to gain knowledge through empowerment that is undertaken, the higher the quality of behavior in the organization. According to Zad & Saremi (2010) employee empowerment will not only affect them in the specified work fields, but will also lead to commitment to the achievement of organizational goals. Human resources as one of the important factors, then one of the efforts to improve the ability and capacity of employees as individuals and when working in groups, the most effective is by way of empowerment, which on the other hand will be able to improve the quality of individuals needed by the organization to change for the better.

### **Influence of Commitment on OCB**

The fifth hypothesis is the effect of commitment to OCB. Hypothesis testing concluded that the fifth hypothesis was accepted. This is shown in table 2, that the estimated coefficient of the effect of commitment to OCB is 0.245 with a positive direction. This shows that there is a direct relationship between commitment to OCB, meaning that the higher the commitment level of the nurse, the higher the OCB will be. The significance value (p-value) generated was  $0.042 < 0.05$  ( $\alpha = 5\%$ ), indicating that commitment had a significant effect on OCB from nurses.

The results of this study support the research of Hasani, et al., (2013) who concluded that organizational commitment influences the increase in the value of organizational behavior significantly related to the factors of organizational behavior, which is characterized by increased effectiveness and efficiency at work thereby increasing the performance of educational staff. Sarmawa, et al., (2015) stated that teacher commitment had a positive and significant effect on teacher OCB. And the results of research Uludag, et al., (2011) stated that affective organizational commitment is positively related to OCB from hotel employees.

## **V. CONCLUSION**

Based on data analysis and discussion of this research, it can be concluded that remuneration and work motivation simultaneously influence employee performance and remuneration has the most dominant influence on the performance of banking employees during the Covid-19 pandemic.

Some suggestions that can be conveyed from the results of this study, banking companies during the Covid-19 pandemic conditions should be more concerned about remuneration, whether in the form of salaries, incentives, benefits, bonuses and commissions, as well as benefits to be more fair in order to improve employee performance. From this study, the remuneration variable had a greater influence on improving the performance of banking employees in the Covid-19 pandemic era than on work motivation variables.

From the findings of this study the results of the reliability test with the results of Cronbach's alpha of 0.621 from the limit of the measurement value of 0.600. Need to be developed further in determining the statement of the questionnaire so that the value obtained is higher. The next finding is the motivation variable has a small influence on employee performance, when the Covid-19 pandemic many employees had lower employee motivation because banks had to make new innovations so that employees possessed high motivation and morale.

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