



# The Influence of Nurse Competence and Organizational Culture on Work Commitment in the Hospital Environment

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## Abstract

*This study aims to examine the influence of competence and culture on nurses' work commitment at the Maluku Provincial Hospital with a sample of 145 nurses. This study consists of three variables, namely competence with indicators of professional competence, managerial competence, communication competence, while organizational culture with indicators of leadership, teamwork, patient orientation and service. and the dependent variable is commitment. The analysis method used in this study is correlation analysis. The largest correlation occurs between Professionalism and commitment of 0.737, and leadership and work commitment of 0.889. Increasing competence and building a healthy organizational culture is an important strategy in strengthening nurses' work commitment, which will ultimately have an impact on improving the quality of nursing services.*

**Keywords:** Competence, Organizational Culture, Work Commitment

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## I. INTRODUCTION

Nursing staff are the spearhead in providing health services in hospitals. As professionals, nurses are required to not only have adequate technical skills, but also demonstrate a high work commitment to the institution where they work. A strong work commitment will encourage nurses to work optimally, responsibly, and actively participate in achieving the goals of the hospital organization.

One of the important factors that influence nurses' work commitment is competence. Competence includes the knowledge, skills, and professional attitudes that nurses have in carrying out their duties. Nurses who have high competence tend to have better self-confidence and job satisfaction, which ultimately strengthens loyalty and commitment to the organization. However, competence alone is not enough if it is not supported by a supportive work system and environment.

This is where the role of organizational culture becomes very important. A positive organizational culture, such as open communication, appreciation for performance, and strong collective values, will create a conducive work environment. Organizational culture can influence the attitudes and behavior of employees, including nurses, in facing work challenges, establishing cooperation, and maintaining loyalty to the institution.

This context is very relevant to be studied in North Maluku Province, considering the geographical challenges and limited human resources for health which are still major issues. Hospitals in this region are faced with the need to improve the quality of health services, which are highly dependent on the quality and commitment of existing nursing staff. However, empirical data and studies on the extent to which organizational competence and culture contribute to the work commitment of nurses in North Maluku are still limited.

Based on this background, this study is important to analyze the relationship between nurse competence and organizational culture on work commitment, especially in the hospital environment of North Maluku Province. The results of this study are expected to contribute to designing more effective and contextual human resource management policies, in order to support improving the quality of health services in this area.

## **II. LITERATURE REVIEW**

### **Competence**

Competence is a characteristic that underlies a person related to the effectiveness of individual performance in his work or the basic characteristics of an individual that have a causal relationship or as a cause and effect with the criteria used as a reference. Competence lies in the inner part of every human being and is always present in a person's personality that can predict behavior and performance broadly in all situations and work tasks (Dessler, G. (2017). According to (C. Lynn., 2015), competence can include repeating facts and concepts to advanced motor skills to learning behaviors and professional values. Spencer and Spencer in (Uno, 2013), competence is a characteristic that stands out for someone and becomes a way of behaving and thinking in all situations, and lasts for a long period of time. From this opinion, it can be understood that competence refers to a person's performance in a job that can be seen from thoughts, attitudes, and behavior. Prayitno and Suprpto (2022), said that competency standards are specifications or something that is done, containing the minimum requirements that must be possessed by someone who will do a certain job so that the person concerned has the ability to carry out the job with good results. Spencer and Spencer in (Moehariono, 2009) stated that competence is a characteristic that underlies a person related to the effectiveness of individual performance in their work or the basic characteristics of an individual who has a causal relationship or as a cause and effect with the criteria used as a reference, effective or performing excellently or superiorly in the workplace or in certain situations. Based on this definition, some of the meanings contained in it are as follows:

1. Basic characteristics (underlying characteristics), competence is a part of a deep personality that is inherent in a person and has deep behavior that is inherent in a person and has behavior that can be predicted in various work task situations.
2. Causal relationship, meaning that competence can cause or be used to predict a person's performance, meaning that if you have high competence, you will also have high performance (as a result).
3. Criteria (criterion referenced), which is used as a reference, that competence will actually predict a person can work well, must be measurable and specific or standardized.

### **Organizational culture**

According to Afandi P., (2018) and Yasin, N. A. (2022), job satisfaction is an effectiveness or emotional response to various aspects of work. A set of employee feelings about whether or not their work is enjoyable. According to Sutrisno, (2020) job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received in work, and things related to physical and psychological factors. According to Gilmer in (Sutrisno, 2020) the factors that influence employee job satisfaction are:

1. Opportunity to advance: in this case, whether or not there is an opportunity to gain experience and improve skills while working.
2. Job security: this factor is referred to as a supporter of job satisfaction for employees. Safe conditions greatly affect employee feelings while working.
3. Salary: causes more dissatisfaction, and rarely do people express their job satisfaction with the amount of money they earn.
4. Company and management: a good company and management are those that are able to provide a stable work situation and conditions. This factor determines employee job satisfaction.
5. Supervision: poor supervision can result in absenteeism and turnover.
6. Intrinsic factors of the job: attributes in the job require certain skills, difficulty and ease and pride in the task can increase or decrease satisfaction.
7. Working conditions: including the condition of the place, ventilation, broadcasting, canteen, and parking.
8. Social aspects of work: is one of the attitudes that is difficult to describe but is seen as a factor that supports satisfaction or dissatisfaction in working.
9. Communication: smooth communication between employees and management is one of the reasons an employee likes his job. In this case, there is a willingness of superiors to understand, listen, and acknowledge the opinions or achievements of their employees.
10. Facilities: social security, leave, entertainment, etc. are the standards of a position and if they can be met will create a sense of satisfaction.

### **Commitment**

Work commitment is a strong desire to become a member of a particular organization. The desire to achieve a high level of expertise on behalf of the organization. A certain belief in, and acceptance of the values and goals of the organization (Luthans, 2016). Work commitment is a strong and close feeling from a person towards the goals and values of an organization in relation to their role in efforts to achieve those goals and values (Pamungkas, 2014). Work commitment is a condition where employees decide to take sides, to realize the vision and mission and the desire to remain employees in a particular company (Mekta, 2016). Based on the opinion

above, it can be seen that commitment is understood as a loyalty that employees have in achieving success and prosperity.

### III. RESEARCH METHOD

The population of the study was part of the nursing staff at a Hospital in North Maluku Province. The sampling technique in this study was purposive sampling, so that the number of samples interested was 145 nurses. This study consists of three variables, namely competence with indicators of professional competence, managerial competence, communication competence, then organizational culture with indicators of leadership, teamwork, orientation towards patients and services. and the dependent variable is commitment. The analysis method used in this study is correlation analysis.

### IV. DATA ANALYSIS AND DISCUSSION

#### Results

**Table 1. Correlations**

		Professionalism	managerial	communication	leadership	teamwork	patient orientation and service	commitment
Professionalism	Pearson Correlation	1	.397**	.399**	.725**	.253*	.415**	.737**
	Sig. (2-tailed)		.000	.003	.000	.011	.000	.000
	N	145	145	145	145	145	145	145
managerial	Pearson Correlation	.397**	1	.327**	.378**	.327**	.809**	.465**
	Sig. (2-tailed)	.000		.001	.000	.001	.000	.000
	N	145	145	145	145	145	145	145
communication	Pearson Correlation	.399**	.327**	1	.553**	.933**	.420**	.359**
	Sig. (2-tailed)	.003	.001		.003	.000	.000	.001
	N	145	145	145	145	145	145	145
leadership	Pearson Correlation	.725**	.378**	.553**	1	.261**	.402**	.889**
	Sig. (2-tailed)	.000	.000	.003		.009	.000	.000
	N	145	145	145	145	145	145	145
teamwork	Pearson Correlation	.253*	.327**	.933**	.261**	1	.385**	.359**
	Sig. (2-tailed)	.011	.001	.000	.009		.000	.001
	N	145	145	145	145	145	145	145
patient orientation and service	Pearson Correlation	.415**	.809**	.420**	.402**	.385**	1	.427**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	145	145	145	145	145	145	145
commitment	Pearson Correlation	.737**	.465**	.359**	.889**	.359**	.427**	1
	Sig. (2-tailed)	.000	.000	.001	.000	.001	.000	
	N	145	145	145	145	145	145	145

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\*. Correlation is significant at the 0.05 level (2-tailed).

From table 1, all indicators of all variables have a positive and significant correlation with nurses' work commitment. The competency variable has indicators of professional competence, managerial competence, communication competence. Of the three indicators, Professionalism has the largest correlation with nurses' work commitment, which is 0.737. The organizational culture variable also has three indicators, namely leadership, teamwork, patient orientation and service. Of the three variables, leadership has the largest correlation value compared to other indicators, which is 0.889.

### V. Discussion

From the results of the correlation test, it was obtained that all indicators of the competency and organizational culture variables had a significant relationship. From the competency variable, the professionalism indicator had a strong correlation with nurses' work commitment. Competence is a set of knowledge, skills, and attitudes needed to carry out tasks professionally and effectively in a particular work context. According to respondents, several reasons why professionalism (as a competency indicator) has a strong influence on nurses' work commitment, especially in hospitals in North Maluku are because professionalism creates a sense of belonging. Professional nurses tend to feel that their work is important and has an impact, so they are more

emotionally attached to the organization. Self-image and job satisfaction, Professionalism increases job satisfaction because nurses feel competent and appreciated, which then strengthens their loyalty to the hospital. Integrity and responsibility, Professional values strengthen the sense of responsibility towards work and the organization and Positive work culture, Professionalism contributes to the creation of an ethical and supportive work environment, which motivates nurses to remain committed. In areas such as North Maluku that may face limited resources or geographical challenges, the level of professionalism of nurses becomes very important to maintain the quality of service and encourage loyalty to local health institutions. In this situation, competent and professional nurses will tend to survive and contribute maximally, despite conditions that may be more challenging than other areas.

Manurung, N., & Riani, A. L. (2017), Adam, M. I. et al (2020), Yamali, F. R. (2017), Putriana, L. (2019), Darmawan, D. (2019) and Hafid, H., & Fajariyani, N. (2019), they said the same thing about the results of this study that Professionalism not only reflects expertise, but also dedication, ethics, and loyalty. The importance of competence with professionalism indicators for work commitment is very crucial, especially in professions such as nursing which require high dedication, integrity, and quality service. Competence with professionalism indicators is an important foundation that shapes work behavior. Therefore, the higher the professionalism of a nurse, the higher their commitment to work and the organization.

Organizational culture variables with indicators of leadership, teamwork, patient orientation and service also have a significant correlation with nurses' work commitment. Of the three indicators, the leadership indicator has the strongest correlation with nurses' work commitment of 0.889 compared to indicators of teamwork, patient orientation and service. Leadership has a very vital role in the world of nursing, especially in forming and improving nurses' work commitment. According to respondents, a good leader is able to create a supportive, safe, and enjoyable work climate. This makes nurses feel comfortable and motivated in their work. Example: A room head who is open to complaints, gives constructive feedback, and provides appreciation can increase the work spirit of nurses. Increasing the Sense of Ownership and Loyalty, meaning that an inspiring leader builds a sense of belonging to the organization. When nurses feel appreciated and involved in decision making, they will show high loyalty and commitment. Leaders who demonstrate integrity, consistency, and empathy will be role models for their staff. The attitude and work ethics of the leader will be imitated by nurses, thus forming a commitment to high work standards, and most importantly, good leadership does not only focus on work results, but also encourages increased staff competence. Nurses who are given the opportunity for training, further education, or career promotion will be more attached to their organization.

Sari, T. K. (2013), Kharisma, M., (2019), and Logahan, J. M., & Aesaria, S. M. (2014) said in their research how important organizational culture is. A strong and adaptive organizational culture increases employee engagement and loyalty. In line with Robbins & Judge (2017) who said that organizational culture has a significant influence on work commitment. Organizations with a positive, open, and supportive culture will encourage nurses or other employees to be more involved, loyal, and contribute maximally to the institution. Purnomo, E. (2018), Darmawan, A., & Putri, . A. (2017), Darmawan, D., & Mardikaningsih, R. (2021) in their research found something that is in line with the results of this study that leadership has a direct effect on nurses' work commitment. Organizational culture, with leadership indicators as a key factor, has a significant effect on nurses' work commitment. Effective leaders are able to create a culture that supports and motivates nurses to show loyalty and full involvement in their work.

## **VI. CONCLUSION**

Nurses who have high competence, both in terms of knowledge, skills, and professional attitudes, tend to show a higher level of work commitment because they feel able to carry out their duties optimally and are confident in facing challenges in the workplace. In addition, a positive organizational culture such as a collaborative, open, fair work culture, and appreciating the contribution of each individual encourages the creation of a conducive work environment. This strengthens the sense of belonging, loyalty, and emotional attachment of nurses to the organization. Thus, increasing competence and building a healthy organizational culture is an important strategy in strengthening nurses' work commitment, which will ultimately have an impact on improving the quality of nursing services.

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