

The Influence Of The Role Of Leaders, Work Safety, Work Experience, Organizational Climate, Work Ability And Perception On Work Commitment

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Abstract- Work commitment is an important issue that is busy being discussed at this time. Nurses who have a high commitment to the organization will show greater effort in carrying out their duties. The purpose of this study was to determine the direct and indirect effects and the magnitude of the role of leadership, work safety, work experience, organizational climate, work ability and self-perception of the commitment of nurse work. The type of research used is quantitative research using a cross sectional research design. The population in this study were all nurses at the Cijantung Military Hospital, which numbered 110 people. The sampling method uses total sampling technique. Data collection is done using a questionnaire. The results that the researchers got there influence the leadership role of 17.49%, work safety at 18.70%, work experience of 19.03%, organizational climate of 11.47%, work ability of 5.31% and self perception of 12, 18% of nurses' work commitments. The leadership role, work safety, work experience, organizational climate, work ability and self perception contribute to work commitment of 84.18% while 15.82% is explained by other variables not examined. The suggestion in this study is that it is expected that the management of Cijantung Military Hospital will change the system of forming new work policies, for example training, further study, good communication, attention and appreciation or other patterns so as to stimulate nurse work experience to foster high commitment at the work agency.

Index Terms- Work, Commitment, Nurse, Hospital

I. INTRODUCTION

Human resources (HR) play an important role in dealing with the changes that occur and are valuable and most important assets owned by an organization or company, because the success of the organization is largely determined by the human element. One form of good corporate planning is in changing the use of quality human resources. Human resources who have an important role in a company are the people who provide energy, creativity and talent. They have the task of directing where the company must go to be more advanced, develop the company to be bigger, and achieve high productivity for the company. Therefore, companies must strive to maintain potential human resources so as not to have an impact on the turnover of nurses. The importance of the role of HR in competitive advantage is a factor that encourages organizations to be concerned about HR issues [1] [2].

Entering the current era of globalization, competition between companies is getting tougher, because companies are not only faced with domestic competition but also abroad. Facing these situations and conditions, companies must determine their management strategies and policies, especially in the field of Human Resources (HR). HR management is currently a necessity and is no longer an option if a company wants to develop and HR is an asset that must always be developed [3].

The needs and desires of all nurses or nurses as human resources must also be supported by the company or organization so that the nurse or nurse can be motivated to show their best performance and feel satisfied with the results of their work. Work is more than just activities that are limited to arranging paper, writing program code, waiting for customers, or driving a truck. Every job requires some kind of interaction or relationship between coworkers, superiors, following organizational rules and policies, meeting performance standards, accepting work conditions that are often less than ideal, and others [4].

Hospital is a service organization that has specificity in terms of human resources, infrastructure and equipment. Basically the hospital is a collection of various service units. In the health service system in the hospital, besides doctors, nurses and nurses have a very important position. Nurses are the spearhead of whether or not health services are provided to patients, because for 24 hours the nurse always interacts with the patient. The core services of activities in the hospital are mostly carried out by nurses and are the largest number of professionals in the hospital. In providing nursing care, a nurse has a very big responsibility for the patient and for the organization in which he works. Good service cannot be separated from the commitment of nurses to provide good service to patients and also a commitment to their organization .

Hospitals as one of the agencies categorized as service providers are required to have speed of service, friendliness, effectiveness of action and comfort for patients and visitors which are factors of success in hospital management. Advances in knowledge and technology in the health sector have a major impact on improving the quality of nursing services. Nursing services carried out by professional nurses, in carrying out their duties, can work independently and can also work together with other professions. Nurses are the largest health human resource that provides health services in the form of nursing care in hospitals. The nursing team is at the forefront of its role which cannot be ruled out from all forms of hospital services. This is because the nursing team performs nursing services for 24 hours continuously for the patient. Nurses are required to be able to provide first aid to patients responsively without complaining about the conditions and conditions of work. Such demands make nurses one of the elements of a hospital that really needs behaviors from work commitment indicators [5].

Work commitment means a condition that describes the nurse siding with an organization and its goals and intends to maintain its membership in the organization. Commitment to the organization is an attitude that describes the level of individuals taking sides and engaging with the organization they are in and do not intend to leave it. Nurses who have a high commitment to the organization will show maximum effort in performing their duties. Nurses who have a commitment to the organization are believed to be able to dedicate their time, energy, and more talents to the organization, compared to nurses who are not committed [6].

Work commitment is an important issue that is being discussed at this time. Work commitment as a nurse's personal cognitive, emotionality, and behavior that leads to organizational goals. The existence of a high sense of commitment to the organization will display a trusting attitude towards the values of the organization, try their best for the sake of the organization, and have the determination to remain part of the organization. Nurses with high work commitments generally have good attendance and performance records, demonstrate a desire for loyalty to company policies, have lower turnover rates and have high productivity, satisfaction and work motivation. Thus, it is hoped that this can increase public confidence in health services and be a good way to improve the health status of the community itself Mulyono (2013); [7].

Hospital nurses are required to be committed to have the willingness and ability to develop skills and knowledge in an effort to provide quality services to patients. Besides, a nurse is required to be able to provide friendly, polite, and skilled services so as to reduce patient complaints. In addition, better service quality, must be supported by having nurses with a high level of discipline, nurses who have good work capabilities are needed in order to carry out full service, professional and uphold ethics and prioritize patient safety. The performance of nurses as a consequence of community demands for the need for excellent service or high quality service results in a high workload and targets for complete work completion. To be able to achieve its goals, the hospital will definitely expect its nurses to behave accordingly and even exceed the requirements in the hospital [8].

Based on the secondary data that the researchers got, the work commitment of nurses at the Tk. IV Cijantung is currently low. From the expected achievement, that is, 80% of nurses do not violate work, for 3 consecutive years this hope has not been achieved, even further away from this achievement figure. In 2015, only 78.4% of nurses did not commit work violations, in 2016 only 74.8% of nurses did not commit work violations, even in 2017 it only reached 71.3% of nurses who did not commit work violations. The low commitment of nurses if this is not immediately resolved, it is feared that it will have an impact on the crisis of nursing services which will endanger the safety of patient health, the quality of hospital services will decline so that it is directly proportional to the poor image of the Tk Hospital. IV Cijantung. The purpose of this study was to determine the direct and indirect effects as well as the magnitude of the role of the leadership, work safety, work experience, organizational climate, work ability and self-perception on nurses' work commitment.

II. METHODS

Type of research uses quantitative research methods with research design cross sectional. Exogenous variables and endogenous variables are measured at the same time. This study uses a questionnaire or questionnaire instrument or method. A questionnaire or questionnaire is a number of written questions that are used to obtain information from the respondent in the sense of a personal report, or things that are known according to the needs of the researcher.

This research was conducted at the Tk. IV Cijantung in January-February 2019. The research population is the entire research object or object under study. The population in this study were all nurses at the Tk Hospital. IV Cijantung, amounting to 110 people. The sampling technique uses the total population, so all members of the population are used as research samples.

Sampling was determined using inclusion, non-inclusion and exclusion criteria. The inclusion criteria consisted of nurses at the Tk Hospital. IV Cijantung who are willing to become respondents. The non-inclusion criteria in this study consisted of non-nurses at the Tk. IV Cijantung who are willing to become respondents. Meanwhile, the exclusion criteria in this study were respondents who did not complete the questionnaire.

In this study, data analysis used the approach using the *Partial Least Square (PLS) PLS smart software*. PLS is a model equation *Structural Equation Modeling (SEM)* based component or a variant (*variance*). PLS is an alternative approach that shifts from based SEM approaches *covariance* -based to variant-. Covariance-based SEM generally tests causality / theory while PLS is more of a *predictive model*. The reflexive model assumes that the construct or latent variables affect the indicator (the direction of the causality relationship from construct to indicator or *manifest*). In fact, latent variables can also be formed by indicators that are formative (the direction of the causality relationship from indicator to construct). The path analysis model for all latent variables in the PLS consists of three sets of relationships: (1) The *inner model*, which specifies the relationship between latent variables (*structural model*), is measured using the *Q-Square predictive relevance* with the formula $Q^2 = 1 - (1 - R^2)$ (1- R^2), (2) *Outer model* that specifies the

relationship between latent variables and their indicators or manifest variables (*measurement model*), measured by looking at *convergent validity* and *discriminant validity*.

Convergent validity with a value of *loading* 0.5 to 0.6 is considered sufficient, for the number of indicators of latent variables ranging from 3 to 7 and *discriminant validity*, it is recommended that the AVE value is greater than 0.5 and also by looking at (3) *Weight relation* where the case value of the variable latency remains estimated. Without losing generalizability, it can be assumed that the latent variables and indicators or manifest variables at the scale *zero means* and *unit variance* so that the location parameter (constant parameter) can be omitted in the model. If the T-statistic > 1.96, it can be concluded that there is a significant effect, but on the contrary, if the T-statistic < 1.96, it can be concluded that it has no significant effect.

III. RESULT

Table 1
Characteristics of Respondents, 2019

	Characteristics	Amount	Presentation (%)
Age	25 - 35 Year	88	80,0
	> 35 Year	22	20,0
length of working	3 - 5 Year	58	52,7
	> 5 Year	52	47,3

Table 1 shows that most of the respondents aged 25 - 35 years were 88 (80.0%) respondents. Based on the length of work it shows that most of the respondents who worked 3 - 5 years were 58 (52.7%) respondents.

The work commitment variable in this study was measured through 15 statement items with an assessment of 1-5, so that the questionnaire scores ranged from 15-75 and the actual scores ranged from 36-75. The leadership role variable in this study was measured through 15 statement items with a rating of 1-5, so that the questionnaire scores ranged from 15-75 and the actual scores ranged from 35-74. Work safety variables in this study were measured through 15 statement items with a score of 1-5, so that the questionnaire scores ranged from 15-75 and the actual scores ranged from 35-74. The work experience variable in this study was measured through 15 statement items with a score of 1-5, so that the questionnaire scores ranged from 15-75 and the actual scores ranged from 35-74. The organizational climate variable in this study was measured through 15 statement items with a score of 1-5, so that the questionnaire scores ranged from 15-75 and the actual scores ranged from 36-75. The workability variable in this study was measured through 15 statement items with a score of 1-5, so that the questionnaire scores ranged from 36-75 and the actual scores ranged from 85-124. Self-perception variables in this study were measured through 15 statement items with a score of 1-5, so that the questionnaire scores ranged from 15-75 and the actual scores ranged from 35-74.

The indicators for constructing the latent variable constructs of all variables have shown good results. In addition, all constructs have loading values greater than 0.50 so that the test criteria for measuring indicators are declared valid. The measurement results by comparing the square root value of Average Variance Extracted (AVE) for each construct with the correlation between the construct and the square root value of AVE in this research model, and the AVE value above 0.50. So it can be concluded that the measurement evaluation model has good discriminant validity. Another method shows that the square root value of AVE is greater than the square root of average variance extracted (AVE) value for each construct, so it can be concluded that the evaluation of measurement models has good discriminant validity.

In addition, the R-square value of the role of the leader contributes to work safety by 76.07%, while 23.93% is explained by other variables not examined. The role of leadership and work safety contributes to work experience by 75.56% while 24.44% is explained by other variables which are not examined. The role of leadership, work safety and work experience contributed to the organizational climate by 83.27% while 16.73% was explained by other variables which were not studied. The role of leadership, work safety, work experience and organizational climate contributed to work ability by 74.91%, while 25.09% was explained by other variables not examined. The role of leadership, work safety, work experience, organizational climate and work ability contributed to self-perception by 89.94%, while 10.06% was explained by other variables that were not studied. The role of leadership, work safety, work experience, organizational climate, work ability and self-perception contributed to work commitment by 84.18% while 15.82% was explained by other variables which were not examined. The results of the outer model evaluation can be seen in Figure 1 below:

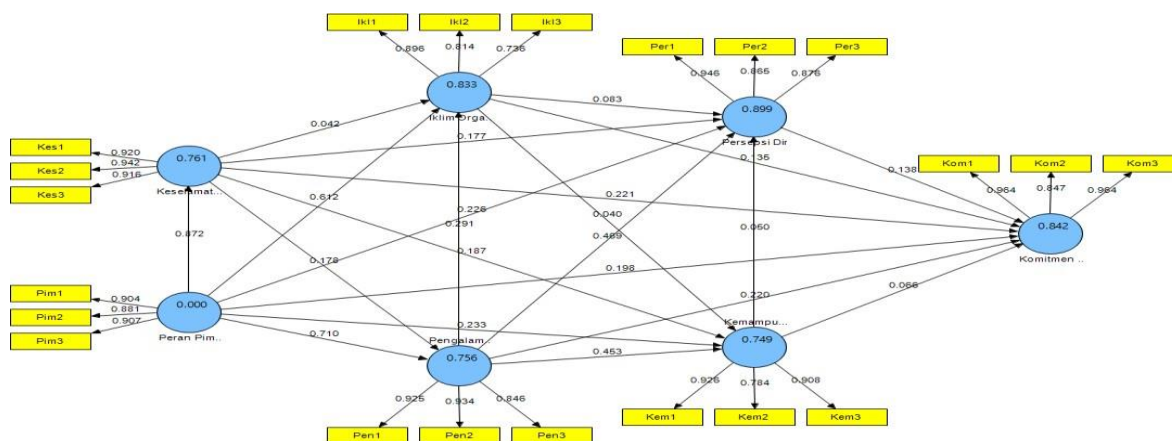


Figure 1. Output PLS (Loading Factors)

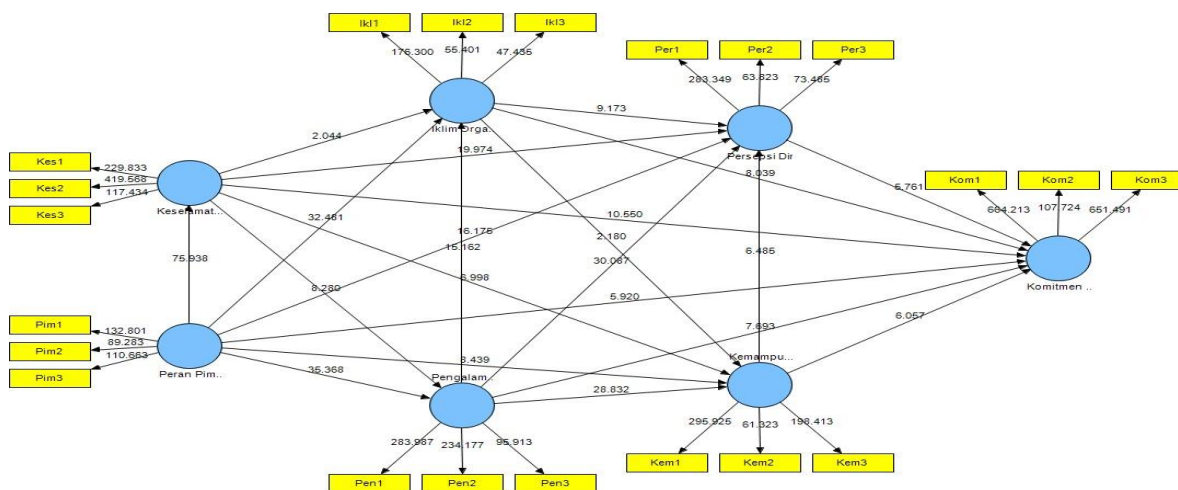


Figure 2. Output PLS (T-Statistik)

Figure 2 shows that the role of leadership has a positive effect on work safety, the test results show that there is a positive effect of 0.872208 and T-Statistics of 75.938388. The role of leadership has a positive effect on work experience, the test results show that there is a positive effect of 0.709518 and T-Statistics of 35.367539. The role of leadership has a positive effect on organizational climate, the test results show that there is a positive influence of 0.612140 and T-Statistics of 32.480709. The role of the leader has a positive effect on work ability, the test results show that there is a positive effect of 0.233064 and T-Statistics of 8.438630. The role of the leader has a positive effect on self-perception, the test results show that there is a positive effect of 0.226333 and the T-Statistics of 16.174697. The role of the leader has a positive effect on work commitment, the test results show that there is a positive effect of 0.198386 and T-Statistics of 5.920006.

Work safety has a positive effect on work experience, the test results show that there is a positive effect of 0.178092 and a T-statistic of 8.279749. Work safety has a positive effect on organizational climate, the test results show that there is a positive effect of 0.041815 and T-Statistics of 2.043718. Work safety has a positive effect on work ability, the test results show that there is a positive effect of 0.187222 and the T-Statistics is 6.997632. Work safety has a positive effect on self-perception, the test results show that there is a positive effect of 0.176882 and T-Statistics of 19.974073. Work safety has a positive effect on work commitment, the test results show that there is a positive effect of 0.220637 and T-Statistics of 10.549662.

Work experience has a positive effect on organizational climate, the test results show that there is a positive effect of 0.290655 and T-Statistics of 15.162353. Work experience has a positive effect on work ability, the test results show that there is a positive effect of 0.452865 and T-Statistics of 28.832409. Work experience has a positive effect on self-perception, the test results show that there is a positive effect of 0.468705 and T-Statistics of 30.087114. Work experience has a positive effect on work commitment, the test results show that there is a positive effect of 0.220099 and T-Statistics of 7.693188.

Organizational climate has a positive effect on work ability, the test results show that there is a positive effect of 0.039671 and T-Statistics of 2.180323. Organizational climate has a positive effect on self-perception, the test results show that there is a positive influence of 0.083191 and T-Statistics of 9.172949. Organizational climate has a positive effect on work commitment, the test results show that there is a positive effect of 0.134739 and T-Statistics of 8.038520. Work ability has a positive effect on self-perception, the test results show that there is a positive effect of 0.049911 and T-Statistics of 6.484911. Work ability has a positive effect on work

commitment, the test results show that there is a positive effect of 0.065713 and T-Statistics of 6.056941. Self-perception has a positive effect on work commitment, the test results show that there is a positive effect of 0.138471 and T-Statistics of 5.760779.

Table 2
Large Percentage of Influence Between Variables on Work Commitment Variables, 2019

Source	LV Correlation	Direct Path	Indirect Path	Total	Direct %	Indirect %	Total %
Leadership Role	0,881	0,198	0,683	0,881	17,49	0,97	18,46
Work safety	0,848	0,221	0,109	0,329	18,70	0,08	18,78
Work experience	0,865	0,220	0,141	0,361	19,03	0,07	19,10
Organizational Climate	0,851	0,135	0,014	0,149	11,47	0,004	11,47
Work ability	0,808	0,066	0,007	0,073	5,31	0,001	5,31
Self Perception	0,880	0,138		0,138	12,18		12,18
	Total				84,18	1,12	85,30

Table 2 states that the role of the leader directly and indirectly affects work commitment. The result of the parameter coefficient test between the role of the leader and work commitment obtained a direct effect of 17.49%, while for the indirect influence between the role of the leader on work commitment through work safety, work experience, organizational climate, work ability and self-perception, the score was 0.97%. Work safety affects directly and indirectly on work commitment. The results of the parameter coefficient test between work safety and work commitment obtained a direct effect of 18.70%, while for the indirect effect between work safety on work commitment through work experience, organizational climate, work ability and self-perception the value was 0.08%.

Work experience has a direct and indirect effect on work commitment. The result of the parameter coefficient test between work experience and work commitment obtained a direct effect of 19.03%, while the indirect effect of work experience on work commitment through organizational climate, work ability and self-perception was obtained with a value of 0.07%. Organizational climate affects directly and indirectly on work commitment. The result of the parameter coefficient test between organizational climate and work commitment obtained a direct effect of 11.47%, while the indirect effect between organizational climate on work commitment through work ability and self-perception was obtained with a value of 0.004%.

The ability to work directly and indirectly affects work commitment. The result of the parameter coefficient test between work ability and work commitment obtained a direct effect of 5.31%, while for the indirect effect of work ability on work commitment through self-perception it was obtained a value of 0.001%. Self-perception has a direct effect on work commitment. The result of the parameter coefficient test between self-perception and work commitment has a direct effect of 12.18%.

The value of each of the direct effects of these independent latent variables, if together shows conformity with the value of R Square, or in other words, it states that the variables of the role of leadership, work safety, work experience, organizational climate, work ability and self-perception are able to explain. work commitment variable is $(17.49\% + 18.70\% + 19.03\% + 11.47\% + 5.31\% + 12.18\% = 84.18\%$. Meanwhile, the indirect influence of the leadership role variable, work safety, work experience, organizational climate and work ability on the work commitment variable is $(0.97\% + 0.08\% + 0.07\% + 0.004\% + 0.001\%) = 1, 12\%$. So the total direct and indirect effect is 85.30%.

IV. DISCUSSION

1. The Influence of the Role of Leaders on Work Commitment

The role of leadership has a positive effect on work commitment, the test results show that there is a positive effect of 0.198386, while the T-Statistics value is 5.920006 and significant at $\alpha = 5\%$, the T-Statistical value is above the critical value (1.96) . The role of the leader has a direct effect on work commitment. The result of the parameter coefficient test between the role of leadership and work commitment has a direct effect of 17.49%.

The results of research conducted by Deddy J, et al. Obtained the results of the calculation of the path coefficient to support the hypothesis because it has a positive and significant effect between Leadership on Work Commitment [9].

Participatory leadership has a significant impact on employee commitment to the organization. These findings indicate that employees who work in hospitals are influenced by the leadership style of the hospital managers. Leadership style can improve employee performance and employee commitment to the organization. The strength of the relationship between leadership style and organizational commitment also tends to vary depending on the employee's position within the hospital.

According to the assumptions of researchers, the level of the role of the leader affects work commitment. After conducting more in-depth interviews, it is known that nurses perceive a good role as a dream which will immediately affect the commitment of employees to continue working in the hospital, nurses expect the hospital to develop their abilities and want to continue to develop in the workplace.

2. Effect of Work Safety on Work Commitment.

Work safety has a positive effect on work commitment, the test results show that there is a positive effect of 0.220637, while the T-Statistics value is 10.549662 and is significant at $\alpha = 5\%$, the T-Statistical value is above the critical value (1.96). Work safety has a direct effect on work commitment. The result of the parameter coefficient test between work safety and work commitment has a direct effect of 18.70%.

The results of research conducted by Deddy J et al. Obtained the results of the calculation of the path coefficient to support the hypothesis because it has a positive and significant effect between Occupational Safety and Health on Work Commitment [9].

Occupational safety and health are important things for the hospital, because the impact of accidents and occupational diseases is not only detrimental to employees, but also to the hospital, either directly or indirectly. Work safety means the process of planning and controlling situations that have the potential to cause work accidents through the preparation of standard operating procedures that become references in work. The active involvement of hospital management is very important for the creation of actions and safe environmental conditions. *Asafety work program* needs to be made by hospital management, as well as having a commitment to run this program for the sake of creating security in the work location.

According to the assumptions of researchers, nurses remain committed because of the high guarantee of work safety, such as; easiness in giving warnings on work equipment, availability of adequate work protection tools, and providing work insurance for nurses. Nurses work in a comfortable working environment, temperature and indoor air ventilation make nurses feel comfortable at work, and hospitals provide insurance and good health services to every nurse.

3. Effect of Work Experience on Work Commitment.

Work experience has a positive effect on work commitment, the test results show that there is a positive effect of 0.220099, while the T-statistic value is 7.693188 and significant at $\alpha = 5\%$, the T-statistic value is above the critical value (1.96). Work experience has a direct effect on work commitment. The result of the parameter coefficient test between work experience and work commitment has a direct effect of 19.03%.

Based on Afrilyan research (2017) work experience variables have a significant effect on organizational commitment. Work experience is that the longer a person works, the better his work ability will be, and the level of mastery of his job will be more fluent [10].

With experience, a person will be able to develop his abilities, so that it is hoped that he will feel at home to stay in the hospital, which in the end there is hope for him to be promoted. Work experience refers to how long a person has worked, how many types of jobs or positions have been carried out, and how many periods of work a person has been in for each of these jobs or positions. An employee who has more work experience will certainly better understand what to do when facing a problem that arises so that the organization will more easily achieve organizational goals because it is supported by employees who are experienced in their respective fields.

According to the researchers' assumptions, nurses are committed to work due to experiences that will be able to develop nurses' abilities, so it is hoped that they will feel at home in staying in the hospital, which in the end there is hope for them to be promoted.

4. Effect of Organizational Climate on Work Commitment Organizational

climate has a positive effect on work commitment, the test results show that there is a positive effect of 0.134739, while the T-Statistics value is 8.038520 and is significant at $\alpha = 5\%$, the T-Statistical value is above the value critical (1.96). Organizational climate has a direct effect on work commitment. The result of the parameter coefficient test between organizational climate and work commitment has a direct effect of 11.47%.

The results of this study are in line with Renaldi's previous research, which showed that the most significant factor contributing to organizational success was organizational climate on nurse commitment with P-value = 0.016; OR = 6,024; 95% CI (2,332-18,121). Climate also has an important function for the hospital. Climate provides orientation to humans regarding how to take action in certain situations.

The factor that affects work commitment is organizational climate. Increased workforce commitment is the responsibility of various parties in the hospital to provide tools, facilities, training and other work infrastructure, to achieve this all the roles of the hospital are needed to increase the enthusiasm of nurses in work where the form of job satisfaction will affect the nurse's work commitment. In itself, the form of nurses' work commitment can be seen from the work ethic displayed by nurses getting better and perceiving it as an obligation of midwives, good caring and discipline, taking the initiative to do so, through the work climate they create.

According to the assumptions of the researcher, one of the nurses is deeply loyal to him because his workplace has a work climate that makes the nurse comfortable at work, so that the nurse will not switch to another agency.

5. Effect of Work Ability on Work Commitment.

Work ability has a positive effect on work commitment, the test results show a positive effect of 0.065713, while the T-statistic value is 6.056941 and significant at $\alpha = 5\%$, the T-statistic value is above the critical value (1.96). Work ability has a direct effect on work commitment. The result of the parameter coefficient test between work ability and work commitment has a direct effect of 5.31%.

Based on Afrilyan (2017) research, the variable of ability has a significant effect on organizational commitment. Ability is the competence of an employee to integrate knowledge, skills and behavior in the process of thinking and acting to complete a task and responsibility properly.

According to the researchers' assumptions, the ability to get a high assessment will have an impact on the emergence of high organizational commitment as well. The ability is needed in every type of work, which determines someone is capable or unable to do the job.

6. Effect of Self-Perception on Work Commitment.

Self-perception has a positive effect on work commitment, the test results show that there is a positive effect of 0.138471, while the T-Statistics value is 5.760779 and is significant at $\alpha = 5\%$, the T-statistic value is above the critical value (1.96). Self-perception has a direct effect on work commitment. The result of the parameter coefficient test between self-perception and work commitment has a direct effect of 12.18%.

The results of this study are supported by research conducted by Dawley et al. (2018) which argues that POS (Perceived Organizational Support) has a very strong relationship to organizational commitment. Perceptions of organizational support have a positive effect on organizational commitment. This is indicated by the perception of employee organizational support so that employees have confidence about its value in organization so that it can contribute to the organization.

According to the researchers' assumptions, high perceptions will increase employee organizational commitment. Perceptions of high organizational support tend to increase employee organizational commitment so that employees feel they have an obligation to contribute and care about the welfare of the organization and assist the organization in achieving its goals.

V. CONCLUSION

The results of this study can be concluded that there is a direct or indirect influence on the role of leadership, work safety, work experience, organizational climate, work ability and self-perception on the work commitment of nurses at the Kesdam Jaya Cijantung Hospital in 2019. The variables that have the greatest influence on work commitment is a variable of work experience. If the work experience is good, it will increase work commitment. With experience, a person will be able to develop his abilities, so that it is hoped that he will feel at home to stay in the hospital, which in the end there is hope for him to be promoted. A nurse who has more work experience will certainly better understand what to do when facing a problem that arises so that the organization will more easily achieve organizational goals because it is supported by nurses who are experienced in their respective fields.

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