ORGANIZATIONAL COMMITMENT MEDIATING WORK-FAMILY CONFLICT AND JOB SATISFACTION IN NURSING PERFORMANCE

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Abstract

This study examines how nurses' performance is perceived regarding work-family conflict and job satisfaction and how organizational commitment plays a role in mediating this relationship at Pindad Bandung General Hospital. The research used a quantitative survey methodology with a sample of 66 female nurses. Data was collected through interviews, questionnaires, and observations, and path analysis was used to analyze the data. The results indicate that work-family conflict has a negative and significant impact on organizational commitment, while job satisfaction has a positive and significant impact on organizational commitment. Work-family conflict also has a negative and significant impact on nurse performance, while job satisfaction has a positive and significant impact on nurse performance. Furthermore, organizational commitment has a positive and significant impact on nurse performance. These findings suggest that work-family conflict and job satisfaction influence nurse performance and that organizational commitment mediates this relationship.

Keywords: work–family conflict; job satisfaction; organizational commitment; nurse performance

INTRODUCTION

Economic development is occurring very rapidly in the current era of globalization. Competition and economic demands are one of the drivers for a woman to choose to work in order to fulfill household needs and support the national economy (Alwi, M. et al., 2022). Working women have their own challenges in life. They have dual roles at one time, namely as mothers and wives as well as employees. As a mother, women have the responsibility to carry out domestic roles such as taking care of the family and home. On the other hand, they have a responsibility to carry out their public role as employees (Sari, 2018, 2020; Sari et al., 2021). One profession that is dominated by women, both those who are not yet married and those who are married, is the nursing profession in health services.

Nursing is a vital job in hospitals. According to the Indonesian National Nurses Association, nursing is a type of professional service that is an integral part of health services, based on nursing knowledge and tips aimed at individuals, families, groups, and communities, both healthy and sick, and covering the entire process of human life. The level of service offered by a nurse is closely tied to hospital services in general, given that the nursing occupation is prominent, with service durations of up to 24 hours a day continuously (Ibrahim et al., 2023). Thus, a nurse might be regarded as the soul of a hospital (Nur et al., 2019). As a nurse, you must be professional and provide excellent care.

Nurse performance is defined to mean the capacity and activities of nurses to best implement their authority, duties, and responsibilities in providing adequate care to patients, which includes aspects such as meeting patient needs, managing time efficiently, and providing safe and quality care in order to achieve the profession's main tasks and realize the organizational unit's goals and objectives (Cho et al., 2017; Helman, 2016; Jamshed et al., 2023). Excellent performance among nurses is critical to supporting the quality of health care in a hospital.

Hospitals, especially the Pindad Bandung General Hospital, are obliged to function well. They must provide good service in order to make a positive contribution to society. In actuality, nurses' performance is comparable to that of employees in businesses (Ibrahim et al., 2023). The better RSU Pindad performs, the better the company's

personnel fulfill their jobs and functions. Poor performance will have an influence on patient recovery because working to care for sick patients requires a high level of concentration in order to avoid treatment errors. The simplest error might have catastrophic repercussions and jeopardize the patient's recovery and safety. Nurse performance must be evaluated according to transparent, measurable, and objective standards. If nurses are cared for and appreciated with superior rewards, they will be more motivated to achieve higher levels of achievement (Cho et al., 2017; Jamshed et al., 2023). Various efforts can be made to improve nurses' performance, including maintaining and increasing each individual's organizational commitment, creating job satisfaction, and creating a comfortable work environment by managing conflicts experienced by employees (Asbari et al., 2020; Batur & Nart, 2014; Zain, 2017).

The first factor discussed as a component that can influence nurse performance is work-family conflict (hereinafter abbreviated to WFC). As an important issue in today's business world, WFC has a considerable effect, especially on employees' attitudes towards their workplace and their behavior during work time (Batur & Nart, 2014; Frone et al., 1992). WFC is a situation where work demands and family demands conflict with each other. The occurrence of WFC in the nursing profession cannot be avoided because employees in this job experience high physical, cognitive, and emotional demands (AlAzzam et al., 2017).

Based on the results of initial observations carried out at RSU Pindad, the majority of nurses experienced difficulty balancing office work with home and family. They stated that this was one of the inhibiting factors in being able to work on time. They are also unable to complete their work schedule in each shift due to several reasons, including completing responsibilities as a housewife, completing personal matters, and family demands that conflict with work demands, or what is usually called work-family conflict. WFC can cause stress, fatigue, and decreased work productivity. WFC has a higher probability of occurring in female workers than in male workers (Sari, 2018). Specifically, given the priority that exists between one rule and another, workers frequently find it difficult to strike a balance between their families and careers (Zain, 2017). As one of the topics that arises to understand the role of individuals as members of households and organizations, struggle occurs because of the individual's efforts to fulfill the obligations of both roles within a limited time, which causes unbalanced demands as the main trigger for conflict between roles (Batur & Nart, 2014; Choi et al., 2018; Greenhaus & Beutell, 1985; Zain, 2017).

Another factor that influences nurse performance is job satisfaction (abbreviated as JS). JS is a positive view or feeling for someone related to work (Hazriyanto & Ibrahim, 2019; Robbins & Judge, 2017). Stated differently, JS represents the degree of job satisfaction among nurses. Given that job satisfaction has been shown to have significant advantages for both individuals and businesses particularly because it has the power to influence the company's work environment it is a fascinating and significant topic (Jameel & Ahmad, 2019). As a matter of fact, job satisfaction raises employee morale, and job discontent lowers morale and enthusiasm, all of which have an impact on employee performance inside the organization (Zain, 2017). High-satisfaction nurses typically perform better. This is consistent with other studies (Ekowati et al., 2013; Gani, 2020; Saufa & Maryati, 2017) that revealed a positive correlation between employee performance and job satisfaction.

Job satisfaction has an important meaning for employee self-actualization. Employees who do not get job satisfaction will not reach psychological maturity; on the other hand, employees who have an adequate or even high level of job satisfaction tend to be more committed, have high dedication to the company, and ultimately have the will to work more productively (Bashir & Gani, 2020; Pitasari & Perdhana, 2018).

To minimize the occurrence of work-family conflict and employee dissatisfaction at work, which could possibly affect employee performance, commitment is needed, which is expected to improve employee performance at work. Organizational commitment (abbreviated as OC) is a mental attitude, emotional bond, and psychological bond between individuals or employees that is reflected in their willingness to give total commitment to the organization (Robbins & Judge, 2017). High OC can improve individual results or performance (Kim et al., 2018), because a nurse will be more motivated to work diligently and well and provide maximum contribution to the organization. Research conducted by (Burhannudin et al., 2019; Cahyani & Prianthara, 2022; Rumoning, 2018; Sumarni & Pramuntadi, 2019) shows that organizational commitment influences employee performance. The findings of this study support the idea that commitment positively influences organizational sustainability.

Commitment can help hospital organizations provide good and high-quality medical care. However, in practice, OC is influenced by several components. According to (Cao et al., 2020; Finthariasari et al., 2020; Hatam et al., 2016; Karya et al., 2021; Lambert et al., 2020, 2021; Nurul Hidayati et al., 2021; Vickovic & Morrow, 2020) organizational commitment can be influenced by work-family conflict (WFC). WFC can cause work stress, decreased job satisfaction, and ultimately reduce organizational commitment, which in the end will also affect the individual's performance (Belwal & Belwal, 2023; Lestari & Budiono, 2021). Meanwhile,

according to (Diana et al., 2022; Ady and Harfa, 2020; Ismail & Razak, 2016; Mustofa & Frianto, 2019; Saufa & Maryati, 2017) another component that can influence OC is job satisfaction (JS). High job satisfaction will encourage employees to work more actively and enthusiastically. In other words, job satisfaction can increase organizational commitment, which will ultimately improve nurse performance (Astuti & Amalia, 2021; Puspitaningrum, 2018; Zain, 2017).

Previous research has examined the factors that affect nurses' job satisfaction and organizational commitment in different ways. However, little is understood about the mediating role that OC plays in the effects of WFC and JS on NP. Therefore, the purpose of this research is to investigate how OC acts as a mediator between WFC, JS, and NP in order to fill this knowledge gap. This research aims to elucidate the theoretical models that support the relationships among WFC, JS, OC, and NP. This study will also provide an explanation of the methods used in data collection and analysis. Additionally, this study will deepen our understanding of how to manage WFC, JS, and nursing performance while contributing to the body of knowledge on HRM in the healthcare sector.

METHODS

The research method used is a quantitative method using a survey method. The unit of analysis for this research is the Pindad General Hospital located at Jl. Jendral Gatot Subroto, No. 517, Sukapra, District Kiaracondong, Bandung City, West Java. The sample for this research was 66 female nurses at RSU Pindad Bandung. The sampling technique uses saturated samples. Data collection techniques in this research are observation, questionnaires, and interviews. The data analysis technique used is path analysis, with several stages of analysis such as validity, reliability, and multiple linear regression analysis. The hypothesis proposed in this study will be confirmed by using SPSS 24 to examine the outcomes of the coefficient of determination test and the partial test (t-test).

RESULTS

Based on the results of the validity and reliability tests, each item of the questionnaire statement for each variable, namely work–family conflict (WFC), job satisfaction (JS), organizational commitment (OC), and nursing performance (NP), were all declared valid and reliable. Each variable is defined by its measurement and tested using structural equation modeling approaches I and II. The data was taken based on the responses of the 66 respondents. The data is then processed through the SPSS analysis tool. The results of the calculations that have been done can be seen in Table 1.

Table 1. Direct Influence

Path Coefficient	Standardized Coefficient	t-count	Sig.	Result
WFC → OC	-0.394	-5,425	0.000	Ha accepted
JS → OC	0.696	9,582	0.000	Ha accepted
WFC → NP	-0.155	-2,519	0.014	Ha accepted
JS → NP	0.189	2,372	0.021	Ha accepted
OC → NP	0.701	7,937	0.000	Ha accepted

Source: SPSS Data Processing Results (2022)

Table 1 showed that work-family conflict has negative and significant effect on organizational commitment and nurse performance, while job satisfaction has positive and significant effect. Organizational commitment has positive and significant effect on nurse performance.

Table 2. Indirect Influence

Path Coefficient	Direct Influence (a)	Influence Indirect (b)	Result
WFC → OC → NP	-0.155	-0.394 x 0.701 = -0.276	Ha accepted
JS → OC → NP	0.189	0.696 x 0.701 = 0.488	Ha accepted

Source: SPSS Data Processing Results (2022)

Table 2 showed that organizational commitment can mediate the effect work-family conflict and job satisfaction to nurse performance. The effective contribution of each variable showed in Table 3.

Table 3. Influence of Effective Contribution WFC, JS, and OC on NP

Variable	Effective Contribution			R Square	
	WFC	JS	OC	Model 1	Model 2
OC	16.98%	49.90%		66.88%	
NP	7.28%	13.26%	63.41%		83.94%

Source: SPSS Data Processing Results (2022)

The data that has been obtained visually can also be described in the correlation relationship in the path analysis (Figure 1).
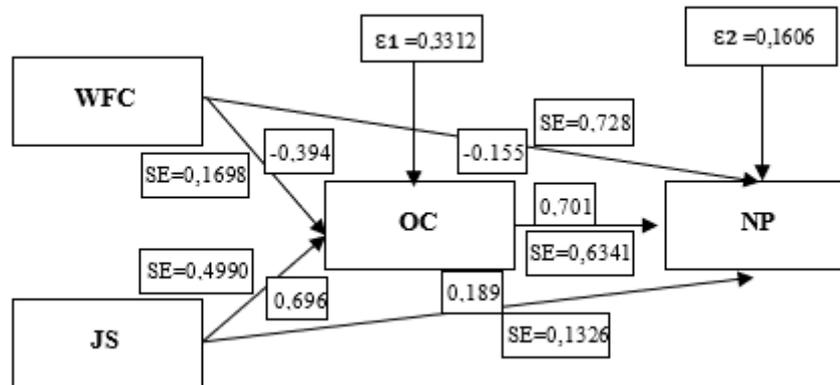

Figure 1. Path Analysis Results

DISCUSSIONS

The purpose of this research is to investigate and analyze nurses' performance (NP) in regards to work-family conflicts (WFC) and job satisfaction (JS), as mediated through organizational commitment (OC). The analytical results show that all of the hypotheses proposed in this research are accepted. The first hypothesis in this research states that work-family conflict has a negative and significant effect on organizational commitment. This indicates that conflicts that occur in the family will have an impact on reducing organizational commitment. The more problems in the household that trigger conflict, the lower the organizational commitment of health workers. Conversely, the less work-family conflict experienced by nurses, the greater the nurses' organizational commitment. This study is supported by previous research by (Cao et al., 2020; Finthariasari et al., 2020; Hatam et al., 2016; Karya et al., 2021; Lambert et al., 2020, 2021; Nurul Hidayati et al., 2021) which found that work-family conflict has a significant negative effect on organizational commitment. However, the findings of this study contradict those of (Nwugballa, 2016; Sari, 2018) who found a favorable link between work-family conflict and organizational commitment. Apart from that, these findings contradict the results of another study (Vickovic & Morrow, 2020) which found that any WFC measure has significant connections with organizational commitment.

The second hypothesis, as the findings of this research prove, is that job satisfaction is strongly related to organizational commitment in the organization studied. This study's findings reveal that job satisfaction has resulted in a positive and significant effect on organizational commitment. This implies that the greater the level of organizational commitment, the greater the level of job satisfaction. This study backs up the findings of (Diana et al., 2022; Ady and Harfa, 2020; Ismail & Razak, 2016; Mustofa & Frianto, 2019; Saufa & Maryati, 2017), who showed that job satisfaction had a significant positive effect on organizational commitment.

The third hypothesis in this research shows that work-family conflict has a negative and significant effect on nurse performance. This shows that work-family conflict confronted by nurses can impair their performance when a nurse fails to fulfill multiple duties because work frequently interferes with family or work, potentially resulting in subpar performance. The current study's findings are consistent with previous research by (Agustina & Sudibya, 2018; Nurhafizah Zainal et al., 2021; Yuli Widyarini & Muafi, 2021), which found that workplace-family conflict has an adverse and significant effect on the performance of female nurses. However, the findings of this study contradict other studies (Hayati & Armida, 2020; Soomro et al., 2018), which indicate that work-family conflict has a positive and significant effect on nursing performance. Aside from that (Cao et al., 2020), did a study that found WFC to have no influence on work performance.

The fourth hypothesis posits that there's a positive and significant relationship between job satisfaction and nurse performance. This could be taken to mean that performance increases with job satisfaction. The current

study's findings are consistent with those of previous research conducted by (Arifin & Matriadi, 2022; Asbari et al., 2020; Horhoruw, 2017; Ibrahim et al., 2023; Isnainy & Nugraha, 2019; Otoum et al., 2021). The results show a significant and positive connection between female employees' job satisfaction and performance. This indicates that if female employees are happier in their roles, they work more productively. However, previous research dilakukan (Diana et al., 2022; Gani, 2020; Saufa & Maryati, 2017) indicates that job satisfaction has no bearing on nursing performance, which runs counter to the study's conclusions.

According to this study's fifth hypothesis, there is a significant and positive correlation between organizational commitment and nurse performance. The results of this research support the results of research conducted by oleh (A. Karem et al., 2019; Arifin & Matriadi, 2022; Burhannudin et al., 2019; Cahyani & Prianthara, 2022; Ibrahim et al., 2023; Rumoning, 2018) which shows that organizational commitment has a positive and significant effect on nurse performance. Furthermore, these results also strengthen the opinion (Sumarni & Pramuntadi, 2019), that nurse involvement in work is the degree to which a person does work and considers the level of work that is perceived as important for the self-esteem of nurses, with a high level of work involvement strongly favoring the type of work done and caring about that type of work.

The sixth hypothesis is that organizational commitment has a mediating role in the indirect impact of work-family conflict on nursing performance. Based on the results of the path analysis test, it was found that organizational commitment can mediate work-family conflict on the performance of female nurses, with a total path coefficient influence value of -0.276 > the direct influence of -0.155, meaning that the indirect influence is a negative influence, which can be explained if the work family If conflict has a low value in the mediating variable, the nurse's performance level will increase. These results are in line with research conducted by (Belwal & Belwal, 2023; Lestari & Budiono, 2021), which shows that commitment to the organization is identified as a mediator in the relationship between work-family conflict and women's performance. This means that the level of commitment to the organization can influence the extent to which work-family conflict affects women's work. However, the results of this study contradict the research conducted by (Nur et al., 2019) that the direct influence of work-family conflict on nurse performance is greater than the indirect influence of work-family conflict on nurse performance through organizational commitment.

The seventh hypothesis is the indirect effect of job satisfaction on nurse performance through organizational commitment. Based on the results of the path analysis test, it was found that organizational commitment can mediate job satisfaction on the performance of female nurses, with a total value of the path coefficient effect of 0.488 > the direct effect of 0.189. This indicates that the higher the job satisfaction that nurses have, the more it will lead to increased performance by hospital nurses through organizational commitment. The results of this research contradict research conducted by (Zain, 2017), which states that the direct influence of job satisfaction on nurse performance is greater than the indirect influence of job satisfaction on nurse performance through organizational commitment. However, these results support research (Ady and Harfa, 2020; Puspitaningrum, 2018) that shows job satisfaction indirectly influences performance through organizational commitment. These results are also in line with research (Astuti & Amalia, 2021), showing that organizational commitment can mediate the relationship between job satisfaction and employee performance.

CONCLUSIONS

This research uses path analysis to empirically analyze and discuss how nurse (NP) performance is seen in work-family conflict (WFC) and job satisfaction (JS), which are mediated by organizational commitment (OC). The results of this study state that WFC has a negative and significant effect on OC. JS has a positive and significant effect on OC. WFC has a negative and significant effect on NP. JS has a positive and significant effect on NP. OC has a positive and significant effect on NP. OC can mediate the influence of WFC on NP and the influence of JS on NP. The findings of this study indicate that WFC and JS components play important roles in NP. In addition, the employee OC component is able to mediate the relationship between WFC and JS on NP.

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