Nurse Performance : Assessing The Roles Of Competence, Motivation and Commitment

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Abstract: To obtain various data collected which are analyzed and interpreted so as to obtain an overview of competency, motivation, commitment and performance as well as analyze the influence of competency, motivation and commitment on Nurse performance, both simultaneously and partially. The method used is a descriptive survey method and an explanatory survey. The type of investigation in this research is causality. Unit analysis of Dr. Lung Hospital Nurses. H. A. Rotinsulu Bandung City with a sample of 50 nurses. The time horizon in this research is cross sectional and the analysis methods used are frequency distribution and path analysis. The findings from this research are the motivation of nurses at Dr. Lung Hospital. H. A. Rotinsulu Bandung City is correct, Nurse competency is correct; according to needs, the existing commitment is good enough; Nurses' performance has high performance. Competence, motivation and commitment together influence the performance of Dr. Lung Hospital Nurses. H. A. Rotinsulu Bandung City. However, partially motivation is more dominant in influencing nurse performance than competence and commitment.

Keyword: Leadership, Work Motivation, Employee Performance.

INTRODUCTION

Bernardin and Russel (2003:397), say that: "Officer performance depends on ability, job effort and opportunity of job able to assess from generated output of satisfaction of job officer of it self" (Employee performance depends on ability, work effort and employment opportunities which can be assessed from the output arising from the employee's own abilities). Based on the statement above, it is suspected that low employee performance is caused by the employee's inability to carry out their work. This can be indicated by their low work morale, the many complaints about their work, and the lack of effective use of their work time.

Nawawi (2000:97) states that human resource performance is greatly influenced by the competency of human resources themselves, especially by the level of work ability in carrying out work, whether obtained from the results of education and training or from work experience.

Based on the statement above, the low performance of employees in the Dr. Lung Hospital environment. H. A. Rotinsulu Bandung City is suspected of having low competency. This low competency is thought to be due to errors in personnel placement, as a result individual performance is very low and as a team, good team work is not created. Gibson et al., in Winardi (2002:28) explain that the performance of human resources produced by the process of coaching, developing and directing the workforce in an organization is influenced by the work motivation of the human resources themselves which is interpreted differently according to each place and circumstances. person.

Another thing that can indicate allegations of low competency among employees is that it is still difficult to obtain up to date data, so that often the data found is data from the past. This picture can be seen in the daily tasks they carry out, where the completion of tasks is only handled by a few employees, either individually or in teams (observes, 2013). Tasks tend to be concentrated on only those who are considered to have competence in terms of abilities, skills and abilities, while others work as they are without clear patterns and targets. In fact, according to Mathis & Jackson (2000: 240) competent human resources include the following characteristics: customer focused, oriented towards teamwork and work results, innovative, have technical experience, able to adapt and so on.

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Several HR management experts are of the opinion that quality human resources are human resources who have at least four characteristics, namely (1) have adequate competence (knowledge, skills, abilities and experience); (2) commitment to the organization; (3) always act cost-effectively in every activity, and (4) congruence of goals, namely acting in harmony between personal goals and organizational goals (Lako and Sumaryati, 2002).

The competency in question is a deep personality that is inherent in a person and behavior that can be predicted in various situations and tasks given. Competence also means basic characteristics consisting of abilities (skills), knowledge (knowledge) and other personal attributes (personal attributes) which are able to differentiate between someone who performs and does not perform. This means that the essence of competency is actually a determining tool for predicting someone's work success in a position. Based on this definition, competence is something inherent in a person which can be measured using certain measuring instruments. This competency must always be inherent in a leader so that the leader can easily direct, encourage or motivate all employees in carrying out their work. A person's competency is very helpful in improving employee work performance.

The low performance of Dr. Lung Hospital employees. H. A. Rotinsulu, Bandung City, apart from competency issues, is also thought to be due to work motivation issues. Lack of motivation from some nurses to contribute to achieving goals is something that is often found. This picture arises because of the high amount of absenteeism from work (45%), decreased awareness of complying with applicable regulations (20%), such as morning assembly and so on (35%). (Internal Supervision Annual Report, 2019).

METHOD
Method used
The method used in this research is in accordance with the expected objectives, namely descriptive and verification methods. Descriptive research is research that aims to obtain a description of the characteristics of variables regarding competence, motivation, and commitment and performance. The nature of verification research basically aims to test the truth of a hypothesis which is carried out through data collection in the field, where in this research it will test the influence of competence, motivation and commitment on nurse performance.

Variable Operationalization
As revealed in the identification of research problems, the main problems studied are Competence (X1), Motivation (X2) and Commitment (X3) as independent variables, and employee performance as the dependent variable (Y).

Sources and Methods of Determining Data / Information
The data source in this research is a secondary data source from documentation or reports available at the organization (performance evaluation of the Dr. H. A. Rotinsulu Lung Hospital, Bandung City, 2019). Meanwhile, primary data in the form of competency, motivation, commitment and employee performance comes from employees of Dr. Lung Hospital. H. A. Rotinsulu Bandung City as respondent.

Data regarding employee competence, motivation, commitment and performance can be obtained empirically by asking a number of questions to research objects as respondents, namely people who respond or answer questions given by researchers, either verbal or written questions relating to research variables as respondents so that the data Qualitative data can be obtained before being processed into quantitative data.

Data collection technique
Source of data obtained by the author using the following technique:
1) Interviews, namely conducting direct interviews with parties who are considered familiar with the research object in order to obtain data that is not obtained from observations or documents.
2) Observation is a way of collecting data by observation without any other standard tools for this purpose, namely conducting direct observations of operational activities.
3) Questionnaire, a data collection technique carried out by asking questions to respondents. The type of questions used in the questionnaire are closed and structured questions, where the question material concerns the respondent's opinion regarding employee competence, motivation, commitment and performance. The questionnaire is structured based on items and the method used is Likert's Summated Rating (LSR).
4) Documentation is a secondary data collection technique carried out by recording documents related to research variables.

Analysis Design and Hypothesis Testing
Based on the method used in data collection, variables that have an ordinal size are then transformed into interval form using the Method of Sequential Intervals. Before distributing the instrument, the validity and reliability of the instrument was first tested. Instrument validity testing was carried out using the Product Moment Correlation formula (Sugiyono, 2006: 182).

RESULTS AND DISCUSSION
Results
Definition of Hospital

According to WHO (World Health Organization), a hospital is an integral part of a social and health organization with the function of providing complete (comprehensive) services, healing (curative) and preventing disease (preventive) to the community. The hospital is also a training center for health workers and a medical research center.

Based on law no. 44 of 2009 concerning hospitals, what is meant by hospital is a health service institution that provides comprehensive individual health services that provide inpatient, outpatient and emergency services.

Hospital Classification

Based on the Regulation of the Minister of Health of the Republic of Indonesia No.340/Menkes/Per/III/2010, hospitals can be classified based on ownership, type of service, and class.

1. Based on ownership. Hospitals included in this type are government hospitals (central, provincial and district), state-owned hospitals (ABRI), and hospitals whose capital is privately owned (BUMS) or foreign-owned hospitals (PMA).
2. Based on Type of Service. Included in this type are general hospitals, mental hospitals, and special hospitals (for example heart, mother and child hospitals, eye hospitals, etc.).
3. Based on Class. Based on class, hospitals are divided into class A, B (educational and non-educational), class C and class D hospitals.
   a. Class A general hospitals are general hospitals that have facilities and capabilities for broad specialist medical services and broad subspecialties. Class B general hospitals are general hospitals that have facilities and capabilities for medical services at least eleven specialties and limited subspecialties. \
   b. Class C general hospitals are general hospitals that have basic specialist medical service facilities and capabilities.
   c. Class D public hospitals are general hospitals that have basic medical service facilities and capabilities.

Hospital Internal Regulations (Hospital by Law).

In order to protect hospital administration, health workers and protect patients, hospitals need to have internal hospital regulations which are usually called hospital by laws. These regulations include rules relating to health services, personnel, administration and management. The form of internal hospital regulations (HBL) which constitute regulatory content material can include, among others: Procedures for patient inpatient care, patient identity, rights and obligations of patients, doctors and hospitals, informed consent, medical records, post mortem et repertum, mandatory confidentiality. medicine, medical committee, medical ethics committee, hospital ethics committee, doctors' right of access to hospital facilities, work requirements, safety and health guarantees, work contracts with health workers and partners.

Wahyudi (2002:9) provides an understanding of the term human resources as encompassing all human energy, skills, talents and knowledge that are used for production purposes and useful services. Meanwhile, according to Siagian (2008:10) Human Resource Management is a field of management that specifically studies human relationships and roles in organizations. The HRM element is the humans who are the workforce in the organization. Thus, the focus of studying HRM is only issues related to human power. Therefore, human resource management is an approach to human management, which is based on three basic principles, as stated by Siagian (2008:13), namely:

1. Human resources are the most important assets owned by an organization, while effective management is the key to the success of the organization
2. This success is very likely to be achieved if the regulations or policies and procedures relating to the people of the organization are interconnected and contribute to the achievement of organizational goals and strategic planning.
3. Organizational culture and values, the organizational atmosphere and managerial behavior that originates from this culture will have a major influence on the best results. Therefore, this culture must be upheld, through continuous efforts starting from the top, which is very necessary so that this culture can be accepted and adhered to.

The form of Hospital by law can be Hospital Regulations, Standard Operating Procedures (SOP), Decrees, Letters of Assignment, Announcements, Notifications and Agreements (MOU). Internal hospital regulations (HBL) between one hospital and another do not have to have the same content, this depends on: its history, its establishment, its ownership, the situation and conditions existing in the hospital.

Meanwhile, according to Wahyudi (2002:5) states that basically humans tend to define "resources" with certain substances, real objects that can be seen and touched. Resources were once defined as tools to achieve goals or the ability to obtain certain benefits and opportunities. In other words, "resources" are an abstraction that reflects human activities related to a function.

In short, "human resources" contain achievements related to the human condition in general, both those originating from within the organization and those originating from outside the organization. However, in this discussion we focus on human resources in the narrow sense, namely people in the organization.

According to Nawawi (2005:40), there are three definitions of human resources, namely:
1. Human Resources (HR) are people who work within an organization (also called personnel, workforce, workers and employees).
2. Human Resources (HR) is human potential as a driving force for an organization to realize its existence.
3. Human Resources (HR) is potential which is an asset and functions as a model (non-material/non-financial) in a business organization, which can be realized into real potential physically and non-physically in realizing the existence of the organization.

Discussions
General Description of Dr. Lung Hospital H. A. Rotinsulu Bandung City
Dr. Lung Hospital H. A. Rotinsulu was founded and inaugurated in 1935 by the Dutch East Indies Government as a continuation of the activities of the Solsana sanatorium. According to local residents and other sources, during the Dutch era the Ciumbuleuit area was a tea plantation.

Dr. Lung Hospital H. A. Rotinsulu, located on Jalan Bukit Jarian, is now a resting place for tea pickers and a place for weighing tea shoots, while the Solsana and Sabiena buildings located on Jalan Ciumbuleuit are a resting place for garden owners and Dutch soldiers. After the Dutch lost and returned to their country, this place was used for general patients transferring from hospitals. Rancabadak (now Hasan Sadikin Hospital), and Rancabadak Hospital was used for soldiers.

In the period 1945 - 1955, this hospital began treating people with lung diseases, especially tuberculosis, until they recovered and on average a patient was treated for 3 years. The name of the hospital at that time was Solsana-Cipaganti Sanatorium. The hospital which at that time was led by Dr. Wisnujudo, apart from treating sufferers, also carries out surgical procedures (lung surgery, etc.).

Respondent Characteristics

most of the employees who were respondents according to age, it can be seen that the age of the employees at Dr.H Lung Hospital. A. Rotinsulu, Bandung City, is relatively in the productive age range, namely between 35 - 39 years because employee work productivity can be achieved at working age. Ideally, this age is the time for the employees concerned to enjoy fields of work that are quite challenging in applying their ideals. However, Siagian (2007; 33) added that employee performance does not depend on the employee's working age, if HR management in a company is relatively good.

Competence of Dr. Lung Hospital employees. H. A. Rotinsulu Bandung City

Competence is a reflection of a person's skills, knowledge and abilities or can also be said to be the underlying characteristics of a person and is related to the effectiveness of an individual's performance in their work, so below can be revealed about employee competence which is measured through motives, personal characteristics (traits), self-concept (self

concept), knowledge (knowledge), and skills (skills), namely by measuring the level of employee work ability in applying their knowledge, expertise and skills, the employee's desire to actualize themselves, their ability to respond to all situations, speed in responding to all information received, their assessment towards the Dr. Lung Hospital system. H. A. Rotinsulu Bandung City, work abilities and skills possessed, ability to complete tasks given by superiors, sense of responsibility for completing tasks, ability to achieve work performance targets, readiness to face challenges, views on the quality of work results, and employees' views on efficiency in completing work.

It should also be stated that the highest and lowest scores for the competency variable indicators are the highest score of 5 x 50 = 250, while the lowest score is 1 x 50 = 50 for each indicator. This score is used to find the weight of each indicator of the employee competency variable with a range score 40.

It is known that the weight regarding the application of knowledge, expertise and skills, with a score of 204, this shows that the respondents feel they have been able to apply the knowledge, expertise and skills they have. Thus, it has opened up new opportunities for the management of Dr. Lung Hospital. H. A. Rotinsulu Bandung City, so that all employees can complete their duties in accordance with the provisions stipulated in the regulations or conditions that apply to Dr. Lung Hospital. H. A. Rotinsulu Bandung City, efforts to improve the knowledge, expertise and skills of employees are something that absolutely needs to be done, in accordance with the statement put forward by Clark (1997a: 297), Competence is a knowledge or know how to do an effective job, that competence, which is the knowledge and expertise possessed by employees, can encourage their work effectiveness, so that they work in accordance with applicable normal work standards.

It is known that the weight regarding their work abilities and skills, with a score of 193, this shows that their work abilities and skills are very appropriate to their needs, but the author still sees Dr. Lung Hospital. H. A. Rotinsulu Bandung City, there are still several types of work facilities that have not been utilized optimally. The respondent's confession is questionable, whether it is because employees in carrying out their duties have not mobilized and used all the abilities that actually exist within them, or because they do not yet have the expertise and skills to operate the existing facilities. Because the abilities expected from someone who becomes a civil servant are abilities which contain 3 elements, namely the skill element, the physical element and the mental element. Even if one of the three elements of ability is not possessed by employees, it is the responsibility of leaders to develop the abilities of these employees, so that the hope that employees will have the ability to complete the tasks given by their superiors can be realized, in accordance with the statement According to Mathis & Jackson (2001), Competency groupings consist of knowledge, skills and abilities, so that employees' knowledge, skills and abilities must be in accordance with their current

job. However, there are still some employees who have inadequate skills, of course this is something that must be immediately followed up by the organization, one of which is through education and training immediately in order to achieve high performance as expected by the organization.

The score weight of the employee competency variable above, it turns out that employee competency at Dr. Lung Hospital. H. A. Rotinsulu Bandung City is quite in line with the competencies possessed by employees in terms of motives, personal character, self-concept and knowledge, according to employee responses, which are at a good stage. Thus, employee competence is already high, but there are several things that need to be taken into account, namely that the applicable value system is sometimes ignored (not providing fast service) and is less responsive in responding to all information received, so it would be better for Dr. Lung Hospital. H. A. Rotinsulu Bandung City increases the competence of its employees through education, skills and training, so that in the future it will encourage the achievement of high employee performance.

Work Motivation of Dr. Lung Hospital Employees. H. A. Rotinsulu Bandung City

Based on the results of a questionnaire distributed to 50 employees of Dr. Lung Hospital. H. A. Rotinsulu, Bandung City, who was used as a respondent, below can reveal the motivation of employees consisting of motives, expectations and incentives for employees at Dr. Lung Hospital. H. A. Rotinsulu Bandung City.

It should also be stated that the highest and lowest scores for the work motivation variable indicators are the highest score of 5 x 50 = 250, while the lowest score is 1 x 50 = 50 for each indicator. This score is used to find the weight of each indicator of the work motivation variable with score range 40.

It can be seen that the weight regarding the motive to fulfill economic needs, with a score of 208, this shows that the motive to fulfill economic needs is met and some say it is fulfilled, with the fulfillment of economic needs it will raise the motivation of employees to carry out their duties diligently and in turn will encourage achievement. even better performance. This is in accordance with Maslow's statement in Widjaya (1999: 28) which states that individuals will be motivated to carry out activities if the individual concerned sees that the activity meets their needs at that time. Meanwhile Siagian (2006:156) states that the desire to live is the main desire of every person, humans work to be able to eat and eat to be able to continue their lives (the desire to live). However, on the other hand, there are still some employees who feel that their economic needs are not being met, therefore organizations need to review so that employees' economic needs can be met so that they can motivate employees to work and achieve good performance.

The score of the employee work motivation variable above shows that the work motivation of Dr. Lung Hospital employees. H. A. Rotinsulu Bandung City currently shows that on average it is in a fairly high condition, meaning that the current working conditions are sufficient to meet their needs in terms of motives, expectations and incentives so that they are quite supportive. regarding employee performance, but there are still some respondents who are less motivated because the health insurance provided is inadequate and bonuses are rarely given, even though there are employees who excel or there are important events.

It can be seen that the direct contribution of commitment to performance is 11.7%, with a tcount coefficient of 2,220, while for the ttable value at the significance level α (0.05) = 1.68, because the tcount > ttable value, and indirectly through the competency variable is 6.7% and indirectly through the motivation variable of 1.3%. Meanwhile, the contribution of commitment to overall performance reached 19.7%, where this condition shows that the commitment variable is very strong or has a very close influence on performance achievement. So the more precise the commitment input given will provide a positive

correlation in improving performance. This description partially answers the hypothesis of this research, that commitment partially influences performance

Based on the results of simultaneous calculations, it shows that competence, motivation and commitment influence performance achievement. This can be understood because competence, motivation and commitment influence each other in contributing to performance achievement with the position of the motivation aspect being more dominant, while competence and commitment are very dependent on simultaneous efforts with motivation. This description also fully answers the research hypothesis, namely that competence, motivation and commitment, both partially and simultaneously, influence the performance of Dr. Lung Hospital employees. H. A. Rotinsulu Bandung City.

CONCLUSION

Based on the results of research that has been carried out to determine the influence of competency, motivation and commitment on employee performance (a case at Dr. H. A. Rotinsulu Lung Hospital, Bandung City), the following conclusions can be drawn:

1. Competence of employees at Dr. Lung Hospital. H. A. Rotinsulu Bandung City is generally considered to be quite in line with employee competencies in terms of motives, personal character, self-concept and knowledge, according to employee responses, which are at a good stage. Thus, employee competency is already high, but there are several things that need to be taken into account, namely that the applicable value system is sometimes ignored (not providing fast service) and is less responsive in responding to all information received, so it would be better for Dr. Lung Hospital. H. A. Rotinsulu Bandung City improves the competence of its employees through education, skills and training.

2. Motivation of Dr. Lung Hospital employees. H. A. Rotinsulu Bandung City currently on average shows that it is in a fairly high condition, in the sense that the current working conditions are sufficient to meet their needs in terms of motives, expectations and incentives so that they are sufficient supports employee performance, but there are still some respondents who are less motivated because the health insurance provided is inadequate and bonuses are rarely given, even though there are employees who excel or there are important events.

3. Commitment of Dr. Lung Hospital employees. H. A. Rotinsulu Bandung City is committed to their work, this can be seen from completing the work they do quite well, having the ability to develop achievements, and being precise in working as a group/team, but there is something that needs to be noted, namely the lack of commitment to collaborating with other fields, mismatch of expectations with organizational expectations, and mismatch of abilities with task difficulty

4. Employee of Dr. Lung Hospital. H. A. Rotinsulu Bandung City has high performance and even some employees have very high performance, but there are several things that leaders need to pay attention to regarding the monotony of creativity, invisible innovation, and lack of innovation in creating competitive and comparative advantages in completing tasks and lack of cooperation with fellow co-workers to complete work and the frequency of work equipment maintenance currently carried out is very low.

5. Competence, motivation and commitment simultaneously influence the performance of Dr. Lung Hospital employees. H. A. Rotinsulu Bandung City. However, partially motivation is more dominant in influencing performance than competence and commitment. And partially, the influence of competence, motivation and commitment on performance is as follows:
   a. Competency influences employee performance, so that if the employee's competency matches his competency, employee performance will also increase

b. Work motivation influences employee performance, so the higher the employee's work motivation, the more commitment will influence employee performance. The higher the employee's commitment to the organization, the more employee performance will increase.
c. Commitment influences employee performance, the higher the employee's commitment to the organization, the higher the employee's performance.

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