

THE ROLE OF WORK DISCIPLINE, WORK MOTIVATION, AND ORGANIZATIONAL COMMITMENT THROUGH JOB SATISFACTION ON NURSING PERFORMANCE IN INDONESIA

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Abstract: This study aimed to determine the effect of work discipline, work motivation, organizational commitment on job satisfaction in improving nursing performance. The research respondents were nurses in the city of Semarang. The sample used in this study was determined by a non-probability sampling method, which obtained a sample of 190 respondents. The data in this study were obtained using a questionnaire method, which was filled independently. The analysis used in this study used multiple linear regression. This study proves and concludes that work discipline, work motivation, and organizational commitment positively affect job satisfaction. work discipline and organizational commitment positively affect nursing performance. However, work motivation and job satisfaction do not affect nursing performance. The research findings can be used as management consideration to improve the nursing performance in Semarang Indonesia and other countries with similar characteristics by applying the model to increase performance. The research is an original one. The findings add a discourse concerning the effect of work discipline, work motivation, organizational commitment, and job satisfaction on performance in nursing institutions in a developing country, Indonesia. Nursing institutions can consider the model to enhance nursing performance. Researchers can widen the scope of research for future research to overcome the problem of the generalization of research findings.

Keywords: Work Discipline, Work Motivation, Organizational Commitment, Job Satisfaction, Employee Performance

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During the Covid-19 pan-
demic, the health sector was
the most affected. Until to-
day, the Covid-19 pandemic
has not ended, so this has

become the main job in the health sector. Numer-
ous victims and patients filled the hospital so that
the hospital was required to provide excellent and
maximum service. The hospital is one of the organi-
zations engaged in the health sector to serve public

health. The hospital's duties and functions are to provide complete individual health services. The service includes preventive, promotive, curative, and rehabilitative treatment. Therefore, the hospital is expected to provide quality health services by established standards and review all society levels. In providing optimal health services in hospitals, quality resources are needed. With existing human resources (HR), it is hoped that the hospital can produce maximum output in products or services to improve services. The problems that may occur must be realized that the hospital's success is partly due to HR. Therefore, HR is seen as the hospital's asset, even as an investment if they are skilled. The hospital will optimally serve if it is supported by good HR to provide optimal, professional, and quality services.

The increasing number of hospitals spread in one area makes competition between these hospitals provide quality, effective, and efficient services supported by nursing quality and quantity. Hospital employees, especially nursing who handle patients, must be demanded 24 hours a day and with no days off to serve people who need help in the health sector. Therefore, nursing must maintain their quality and professionalism and always improve their performance and hospitality to each patient. With excellent and maximum performance, the patient will feel satisfied with the services provided by the hospital. Hospital performance is measured by BOR (bed occupancy ratio). BOR is an indicator used by each hospital to measure hospital services and hospital performance. The decrease in the BOR value indicates that the performance at the hospital had experienced a decline. Decreasing hospital performance can be affected by decreased nursing performance. Therefore, nursing performance is one of the keys to the success of the hospital.

Performance is the work result in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to them at a particular time (Kocak, 2006). HR is a vital asset in developing and maintaining an organization's survival. In that matter, it must be appropriately maintained to increase its performance. With HR's presence, it causes other company resources to func-

tion properly. If it is run without human elements, a company or organization cannot move and run towards achieving its goals. However, several factors affect employee performance (EP); one-factor influences work discipline (Jung et al., 2017).

Work discipline (WD) is a management activity to implement organizational standards. There are two types of disciplinary activities, namely preventive and corrective. The purpose of implementing discipline is to obtain results as expected, so leaders in their business need to use specific guidelines as a basis for implementation. WD can be defined as the awareness and willingness of a person to obey company or organizational rules and prevailing social norms (Bear, 2010). Employees always come and go on time and do all their work well. The more disciplined employees are at work, the better their performance (Tentama et al., 2020), (Hidayati et al., 2019), (Sarwani, 2016). However, different research findings state that discipline does not affect EP (Kelibulin et al., 2020). Besides, the higher the employee's discipline, the higher their job satisfaction (JS) (Yadewani and Wijaya, 2019). However, this is not in line with (Ebuara and Coker, 2012), which states that discipline does not affect employee JS.

Besides WD, work motivation (WM) is also one of the factors that influence performance. WM provided by company leaders for employees can also improve EM. WM is defined as a situation that encourages an individual to carry out certain activities to achieve goals. In other words, a person's WM will manifest a behavior directed at achieving satisfaction goals. This inner strength drives every activity that a person does, and this driving force is called WM. Therefore, the organization's attention to meeting employees' wants and needs, which becomes WM for employees, is significant. Thus, the more motivated the employees, the more increase the EP. This statement follows the research findings of Pranita et al. (2017), Robescu and Iancu (2016), Zameer et al. (2014). However, the research findings of Shahzadi et al. (2014) stated differently that employee motivation has a negative relationship with EP. Besides, the more motivated the employees, the more satisfied they are in their job

(Panagiotopoulos et al. 2018), (Pranita et al., 2017), (Oluseye, 2014). However, this is not in line with Kian et al. (2014), which states that motivation does not relate to employee JS.

Organizational commitment (OC) is also an essential factor in carrying out an employee's performance in an OC to the organization is a work attitude that reflects how a person (likes or dislikes) the organization where he works. According to Leite et al. (2014), OC is an attitude that reflects personal knowledge and bond to the organization. Employees who feel more committed to the organization have habits of relying on, planning to stay longer, and putting more effort into their work. Therefore, OC affects EP, Hendri (2019), Suharto et al. (2019), Al Zeifiti and Mohamad (2017), and Pranita et al. (2017). However, not all research findings prove the same, as research findings Hidayati and Rahmawati (2016) state that OC does not affect EP. Besides, the higher the employee's OC will increase employee JS Pranita et al. (2017), Al Zeifiti and Mohamad (2017). However, this is not in line with Hidayati and Rahmawati (2016), which states that OC does not affect employee JS.

Apart from these three factors, employee JS is a factor that is considered significant because it can affect the running of the organization as a whole.

Employees' JS at work indicates that employees have a happy feeling of carrying out work tasks. JS is also a positive attitude of employees towards various situations in the workplace. JS is an individual's general attitude towards his job; someone with a high level of JS shows a positive attitude towards the job. In contrast, someone who is not satisfied with his job shows a negative attitude towards the job (Robbins, 2001). So it can be concluded that JS affects EP (Pranita et al. (2017), Danica (2016). However, this is not in line with the research (Hidayah and Tobing, 2018), which states that JS does not affect EP.

The varied findings of previous research are used as reasons for research to be reviewed. The current research will give a clearer description of the relationship among the variables used in the research. Thus, it will benefit the theoretical and practical ones. Therefore, the research aims to examine and analyze the effect of WD, WM, and OC on hospital employees' JS. The research also examines and analyzes whether WD, WM, and OC positively affect hospital EP and whether JS has a positive effect on EP.

To give a clearer theoretical framework, the following is the picture of the concept of the research:

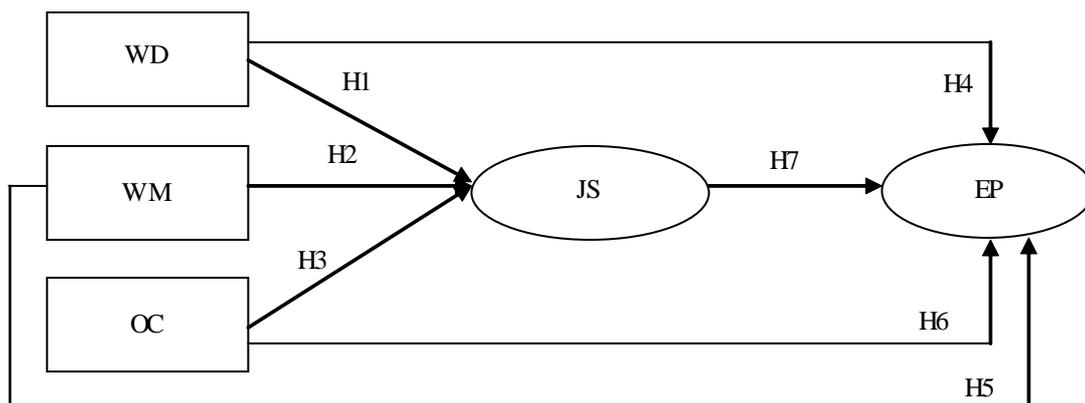


Figure 1. Conceptual Framework

HYPOTHESIS DEVELOPMENT

In this study, motivation theory is used as a grand theory in the findings. Among others, several motivation theorists, Maslow's hierarchy of needs theory (1943), Mc's achievement motivation theory (1961), Theory X and Y (McGregor (1966), Herzberg's Motivation Theory (1959), and Alderfer's ERG Theory (1969).

Work Discipline Affects Job Satisfaction

In essence, discipline is self-control's ability not to take any inappropriate actions contrary to something determined. Discipline is also defined as doing something that supports and protects something that has been determined. Employees must have a disciplined attitude, for example, by attending and leaving the office on time to carry out tasks according to targets. With high employee discipline, a high level of JS will emerge as well. Employees and superiors will feel satisfied if the task can be completed on time. The explanation above is in line with research findings (Yadewani and Wijaya, 2019) that state that the more disciplined employees are, the higher their JS.

H1: Work discipline has a positive effect on job satisfaction.

Work Motivation Affects Job Satisfaction

Motivation is a propulsive force that creates excitement for someone's work so that they are willing to cooperate, work effectively, and are integrated with all their efforts to achieve satisfaction. Motivation is significant to be given to employees because motivation is an encouragement for employees to do their assigned tasks properly. If a person's WM is high, it will increase employee satisfaction, shown from the quality, quantity, and effectiveness of work to achieve high productivity. The explanation above is in line with the research findings of Panagiotopoulos et al. (2018), Pranita et al. (2017), and Oluseye (2014).

H2: Work motivation has a positive effect on job satisfaction.

Organizational Commitment Affects Job Satisfaction

OC is defined as a belief in the organization's goals and values, a willingness to use earnest efforts for the organization's benefit, and a desire to maintain membership. An OC shows a person's power in identifying his involvement in the organization. Commitment to a high organization means siding with the organization that employs it. The higher the OC, the more employee satisfaction increases. Research findings from Pranita et al. (2017) and Al Zeifiti and Mohamad (2017) support this argument.

H3: Organizational commitment has a positive effect on job satisfaction.

Work Discipline Affects Employee Performance

WD helps the process of achieving the goals set by the company. The purpose of WD is to avoid negligence and carelessness in carrying out work tasks. The more disciplined employees are the less effective their work will be, and the more EP increases. If employees are not disciplined, this can decrease EP because discipline and performance have a positive relationship. WD affects EP because discipline is a form of training for employees in implementing company rules, the more disciplined the employees, the higher their productivity. The explanation above is in line with the research findings of Tentama et al. (2020), Hidayati et al. (2019), and Sarwani (2016).

H4: Work discipline has a positive effect on employee performance.

Work Motivation Affects Employee Performance

Motivation is the knowledge, abilities, and skills or personal characteristics of a person that determines an individual's level of behavior and expertise in doing his job, which is expected to provide superior performance. Motivation is the willingness of individuals to exert high efforts to achieve com-

pany goals. A highly motivated employee will work hard to do the job so that EP will increase. In contrast, someone who is less motivated will do minimal work so that EP will decrease or remain. The explanation above is consistent with research findings from Pranita et al. (2017), Robescu and Iancu (2016), and Zameer et al. (2014).

H5: Work motivation has a positive effect on employee performance.

Organizational Commitment Affects Employee Performance

Commitment to the organization is one of the work attitudes that reflect how a person (likes or dislikes) the organization. If he likes the organization, he will try to keep working, where the organization is a firm intention where someone is involved in the organization. The level of commitment is both the company commitment to employees and between employees to the company. If employee OC is high, EP will also increase; this is in line with the research findings of Hendri (2019), Suharto et al. (2019), Al Zeifiti and Mohamad (2017), and Pranita et al. (2017).

H6: Organizational commitment has a positive effect on employee performance.

Job Satisfaction Affects Employee Performance

JS is a pleasant emotional attitude and someone's love for their job. This attitude is reflected by work morale, discipline, and work performance. In their perspective, JS can also be achieved at work, outside work, and a combination of both. Employees' JS level will affect employee commitment to the organization, and that commitment will affect the employee's JS. Satisfied employees will be more involved in the organization so that EP will increase. The explanation above is consistent with research findings from Pranita et al. (2017), Danica (2016).

H7: Job satisfaction has a positive effect on employee performance.

METHOD

The population in the research were all nurses who worked in hospitals in Semarang, Indonesia.

The number of samples was 90. Meanwhile, the sampling technique used in the research was an accidental sample. Data were obtained by distributing questionnaires to respondents. The questionnaire used is a closed one, a question model in which the question already has answers and respondents choose from alternatives by his opinion or choice. The closed questions explain the respondents' responses to these variables: work discipline, work motivation, organizational commitment, job satisfaction, and employee performance. Descriptive quantitative is the type of research used. The method of analysis used in this study is multiple linear regression. Before the data are analyzed, validity and reliability tests are conducted. They are used to check whether the instruments of the research are valid and reliable or not.

RESULTS

In this study, Respondents were 190 respondents; female respondents were 105 employees or 55.26%, while male respondents were 85 or 44.74%. This data shows that women dominate respondents because more nursing is on duty and are on average. When viewed from the age level, it can be seen that overall, the highest average nursing age is dominated by 118 people aged 20-30 years or 62.1%, while the lowest average age is more than 50 years as many as one people or 0.5%. Based on education level, nursing is dominated by Diploma graduates with 98 respondents or 51.58%.

The test results state that the questions in these variables: WD, WM, OC, JS, and EP; are valid to be used as a measuring tool for research variables. All variables can be declared reliable or indicators in a reliable questionnaire to measure research variables. In addition, the results also showed no strong correlation or no multicollinearity problem, and there is no heteroscedasticity in the variables of WD, WM, and OC to JS in the regression model.

Based on the regression results from the Table1, an equation can be made between the variables of WD, WM, and OC to JS as follows:

$$JS = 0.273 WD + 0.320 WM + 0.284 OC$$

Table 1. Multiple Linear Analysis Results (1)

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.559	1.779		.314	.754
TOTAL WD	.283	.099	.273	2.849	.005
TOTAL WM	.301	.092	.320	3.266	.002
TOTAL OC	.298	.101	.284	2.932	.004

a. Dependent Variable: TOTALJS

b. WD: work discipline; WM: work motivation; OC: organizational commitment.

Source: the results of the SPSS calculation

Table 2. Multiple Linear Analysis Results (2)

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.365	1.698		5.516	.000
TOTAL WD	.225	.099	.283	2.276	.025
TOTAL WM	.013	.093	.019	.145	.885
TOTAL OC	.308	.102	.382	3.032	.003
TOTAL JS	-.013	.103	-.016	-.122	.903

a. Dependent Variable: TOTALEP

b. WD: work discipline; WM: work motivation; OC: organizational commitment; JS: job satisfaction

Source: the results of the SPSS calculation

Based on the regression results from the Table 2, an equation can be made between WD, WM, OC, and JS on EP as follows:

$$EP = 0.283 \text{ WD} + 0.019 \text{ WM} + 0.382 \text{ OC} - 0.016 \text{ JS}$$

Table 3. Result of F-Test (1)

Model	ANOVA ^a				
	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	368.399	3	122.800	39.082	.000 ^b
Residual	270.223	86	3.142		
Total	638.622	89			

a. Dependent Variable: TOTALJS

b. Predictors: (Constant), TOTAL WD, TOTAL WM, TOTAL OC

Source: the results of the SPSS calculation

Based on the results of the table above, it can be seen that the F result 39.082 is greater than the f table greater than 2.71 with a sig value. Smaller

than 0.05 means that workload discipline, work mitigation, and OC simultaneously affect JS variables.

Table 4. Result of F-Test (2)

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	136.077	4	34.019	11.896	.000b
Residual	243.079	85	2.860		
Total	379.156	89			

a. Dependent Variable: TOTALEP
 b. Predictors: (Constant), TOTAL JS, TOTAL WD, TOTAL WM, TOTAL OC

Source: the results of the SPSS calculation

Table 5. Result of the Coefficient of Determination (R²) (1)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.760a	.577	.562	1.7726

a. Predictors: (Constant), TOTALWD, TOTAL WM, TOTAL OC
 b. Dependent Variable: TOTALJS

Source: the results of the SPSS calculation

Table 6. Result of the Coefficient of Determination (R²) (2)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.599a	.359	.329	1.6911

a. Predictors: (Constant), TOTAL JS, TOTAL WD, TOTAL WM, TOTAL OC
 b. Dependent Variable: TOTALEP

Source: the results of the SPSS calculation

From the table above, the results of the coefficient of determination can be seen from the R Square of 0.562, which means that the variables of WD, WM, and OC can explain the JS variable by 56.2%. For the remaining 43.8%, the JS variable is influenced by variables other than WD, WM, and OC.

From Table 6 above, the results of the coefficient of determination can be seen from the R Square

of 0.329, which means that the variables of WD, WM, OC, and JS can explain EP variables by 32.9%. For the remaining 67.1%, the EP variable is influenced by the variable besides WD, WM, OC, and JS.

DISCUSSION

The Effect of Work Discipline on Job Satisfaction

The hypothesis that WD has a positive effect on JS is accepted. Employees are required to be disciplined. Hospital employee WD is reasonably good, such as the number of employees who come to work on time, do not leave work, and complete tasks on time. With high employee discipline, a high level of JS will emerge as well. Employees and superiors will feel satisfied if the task can be completed on time. The findings of this study are in line with Yadewani and Wijaya (2019), which states that employee WD has a positive effect on employee JS. However, the findings of this study are not in line with Ebuara and Coker (2012). The various findings of the previous and current research indicate that there will be many conditions causing the different results. Future research can identify the different existing conditions.

Effect of Work Motivation on Job Satisfaction

The hypothesis that WM has a positive effect on JS is accepted. WM in-hospital nursing is reasonably good because employees' motivation can increase employee JS. If a person's WM is high, it will encourage EP to achieve high productivity from the quality, quantity, and effectiveness of work. So from this relationship, it can be seen that WM has a positive effect on employee JS. This result is in line with the findings of research Panagiotopoulos et al. (2018), Pranita et al. (2017), and Oluseye (2014), which states that WM has a positive effect on employee JS. However, this evidence is not in line with the research findings of Kian et al. (2014), which states that WM does not affect JS. The various findings give a clearer description of the trait of the relationship between the contingent variables.

Effect of Organizational Commitment on Job Satisfaction

The hypothesis that OC has a positive effect on JS is accepted. If employees with high OC, employee satisfaction will also increase. The high loyalty of hospital nursing will increase JS. This evi-

dence is in line with the research finding of Pranita et al. (2017) and Al Zeifiti and Mohamad (2017), which proves that OC positively affects JS. However, this result is not in line with research by Hidayati and Rahmawati (2016), which states that OC does not affect JS.

The Effect of Work Discipline on Employee Performance

The hypothesis that WD has a positive effect on EP is accepted. WD helps the process of achieving the goals set by the company. The purpose of WD is to avoid negligence and carelessness in carrying out work tasks. The more disciplined employees are the less effective their work will be, and the more EP increases. In other words, the higher a person's discipline, the higher the person's performance. If employees are not disciplined in their work, this can decrease EP because discipline and performance have a positive relationship. This study's findings are in line with the findings of research from Tentama et al. (2020), Hidayati et al. (2019), and Sarwani (2016), which states that WD has a positive effect on EP. However, this is not in line with the findings of research by Kelibulin et al. (2020), which states that WD does not affect EP. The various findings of the relationship of the two variables show that more explanation is needed to give a clearer description of the relationship. It can be the research gap for future research agenda.

Effect of Work Motivation on Employee Performance

The hypothesis that WM affects EP cannot be accepted. The research results in hospitals prove that superiors and colleagues do not value the work done by nursing, so this does not impact nursing performance. It is also possible that employees need motivation and other factors such as work environment, compensation, leadership style, et cetera. Those are other factors that can improve EP. This study's result is in line with the research finding of Shahzadi et al. (2014), which states that WM does not affect EP. This result is not in line with the research finding of Pranita et al. (2017), Robescu and

Iancu (2016), and Zameer et al. (2014), which states that WM affects EP. The different findings indicate that the relationship of the two variables is still needed to be described clearly. In what condition, the relationship will be positive, and the relationship is not positive. It will be future research agenda.

The Effect of Organizational Commitment on Employee Performance

The hypothesis that OC has a positive effect on EP is accepted. Commitment to the organization is a work attitude that reflects how a person (likes or dislikes) the organization where he works. The commitment of hospital nursing is the most influential on EP. If the employee's OC is high, the employee's performance will also increase, resulting in higher work loyalty. This result is in line with the research finding of Hendri (2019), Suharto et al. (2019), Al Zeifiti and Mohamad (2017), and Pranita et al. (2017), which states that OC affects EP. However, this is not in line with the research finding of Hidayati and Rahmawati (2016), which proves that OC does not affect EP. More researches are still needed to give more description of the relationship between the two variables. Detail elaboration will provide a clearer relationship between the two variables.

Effect of Job Satisfaction on Employee Performance

The hypothesis that JS affects EP cannot be accepted. In this study, nursing JS in the hospital has relatively low results because employees' JS does not affect EP. This result arises because other dominant factors affect EP, such as compensation, work environment, leadership style, et cetera, which influence EP. This study's results are in line with the research finding of Hidayah and Tobing (2018), which states that JS does not affect EP. On the other hand, this result is not in line with the research of Pranita et al. (2017), Danica (2016), which stated that JS affects EP. The different findings show that the relationship between the two variables can be contextual. More researches are needed to give a clearer description of the relationship.

CONCLUSIONS

This study concluded that WD, WM, and OC positively affect JS. WD and OC positively affect EP; however, WM and JS do not affect EP. This study's limitation is that the R^2 value of this study's findings is only 32.9%. Future research suggestions are to use other variables such as work environment, leadership style, compensation, et cetera, or modify the research model. This research's implication is the importance of WD, WM, and OC in increasing JS and EP.

IMPLICATIONS

The current research has theoretical and managerial implications. For theoretical implication, the findings contribute to the theoretical building of the relationship among the variables. Meanwhile, for managerial one, the findings can contribute to the institution's management to take relevant decisions.

RECOMMENDATIONS

This research is about the effect of work discipline, work motivation, organizational commitment, and job satisfaction to nursing performance in hospitals in Semarang, Indonesia. The coefficient determination of the research is just 32.9%. It means that the model is not ideal yet. Future researchers can think of other relevant factors to improve the model's goodness, such as leadership, organizational culture, etc. The use of questionnaires without having opened questions is a limitation. Future researches are suggested using mixed methods to complete the data. Further research is also suggested to use other research designs, such as longitudinal survey design, to improve the robustness and veracity of research findings.

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