



## The Role of Organizational Commitment and Caring Behavior in Improving Nurses' Performance Through Extrinsic Rewards at Seto Hasbadi Hospital

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**Abstract.** This study aims to analyze the effect of organizational commitment and caring behavior on nurse performance, with extrinsic reward as a mediating variable at Seto Hasbadi Hospital. The background of this study is based on the importance of nurse performance in supporting the effectiveness of hospital operations, as well as the effect of commitment and caring behavior on improving performance. The research method used is quantitative analysis with a cross-sectional research design. The number of samples was 140 nurses, selected using the Hair formula. The variables studied include organizational commitment, caring behavior, extrinsic reward, and nurse performance. Data collection was carried out through a questionnaire measured with a 4-point Likert scale. The analysis tool used is Structural Equation Modeling (SEM) with the SEM-AMOS application. The results showed that organizational commitment and caring behavior had a significant effect on nurse performance, both directly and indirectly through extrinsic reward. Extrinsic reward has a greater influence than organizational commitment and caring behavior, extrinsic reward is proven to mediate the relationship between the two independent variables with nurse performance. This study provides important implications for hospital management to focus on developing organizational commitment, nurse caring, extrinsic rewards to improve nurse performance.

**Keywords:** organizational commitment, caring behavior, extrinsic reward, nurse performance

### 1. INTRODUCTION

Health services are a form of service that is greatly needed by the community. Patient dissatisfaction with the services received can result in a lack of loyalty to the hospital. Therefore, improving the quality of health services needs to be done through various aspects, including improving health facilities, the quality of human resource professionalism, and management quality (Dessler, 2020). Human resources, as a key element in an organization, have an important role in achieving organizational goals. The success of an organization often depends on its ability to manage various challenges, including technological, economic, ecological, and social challenges (Meschke, 2013). Human resources create and apply success factors such as knowledge, product quality, and customer orientation, making them a major asset in the long term and a competitive advantage.

Efforts made by the hospital to measure nurse performance are through Key Performance Indicator (KPI) measurements which are carried out routinely every year, based on KPI data showing that the results of nurse performance evaluations have also increased, the following are data on performance measurement results for the last 3 years. Based on the performance

assessment form which is divided into three components, namely (1) Attitude (weight 20%); (2) Service Performance (weight 60%) and (3) Service Quality (weight 20%).

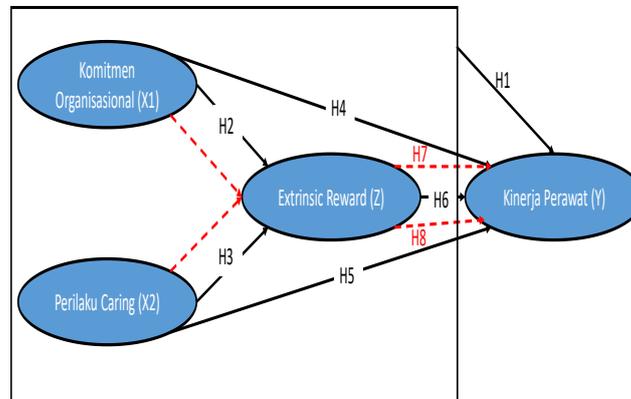
Based on the results of the performance evaluation of Seto Hasbadi Hospital nurses for the period 2020 to 2022, the average nurse performance assessment was 69% in 2020, increasing to 76% in 2021, and reaching 80% in 2022. Although there is an increase every year, the results of this assessment are still far from the management target set, which is more than 85%. Performance that has not met this target is a concern for the management of Seto Hasbadi Hospital to make greater efforts to improve performance in accordance with the targets that have been set.

Fluctuations in nurse attendance rates at Seto Hasbadi Hospital from 2019 to 2022. In 2019, the attendance rate was 74%, but dropped drastically to 58% in 2020, likely due to increased leave and sickness during the pandemic. 2021 showed a recovery with an attendance rate of 65%, and in 2022 it increased significantly to 77%, despite the number of nurses increasing from 95 to 119. The increase in attendance in 2022 was likely influenced by a more effective reward program, which helped reduce leave and sickness, and stabilize nurse performance. This fluctuation highlights the importance of physical and mental support for nurses, especially during times of crisis, as well as the effectiveness of extrinsic rewards in improving attendance and performance.

From the ideal conditions expected in a hospital as a health service provider, as well as empirical facts from initial research and previous research results, there are still gaps that need to be considered in this study. Previous research revealed that organizational commitment has a significant effect on extrinsic rewards and nurse performance, but there has been no research that explicitly examines the effect of caring behavior on extrinsic rewards. Several research results show variations in findings, so that the management of Seto Hasbadi Hospital needs to further evaluate extrinsic rewards and nurse performance. Based on observations and initial interviews conducted with several nurses at Seto Hasbadi Hospital, the researcher believes that this study is important to examine the quality of Seto Hasbadi Hospital service management in relation to nurse performance.

The novelty of this study lies in the addition of caring behavior variables as the second independent variable and the use of extrinsic rewards as a mediating variable. This study also uses the SEM AMOS method as a statistical analysis tool, which has not been widely used in previous studies.

## 2. CONCEPTUAL FRAMEWORK



**Figure 1 Conceptual Framework**

### Research Hypothesis

- H1: There is a positive and significant influence between organizational commitment and caring behavior, and extrinsic rewardssimultaneously on the performance of nurses at Seto Hasbadi Hospital
- H2: There is a positive and significant influence between organizational commitmenttowards extrinsic rewards at Seto Hasbadi Hospital.
- H3: There is a positive and significant influence between Caring behavior towards extrinsic rewards at homeSeto Hasbadi's illness.
- H4: There is a positive and significant influence between organizational commitmenton the performance of nurses at Seto Hasbadi Hospital.
- H5: There is a positive and significant influence between Caring behavioron the performance of nurses at Seto Hasbadi Hospital.
- H6: There is a positive and significant influence between *extrinsic reward*on the performance of nurses at Seto Hasbadi Hospital.
- H7: There is a positive and significant influence between organizational commitmenton nurse performance with extrinsic reward as a mediating variable at Seto Hasbadi Hospital
- H8: There is a positive and significant influence between Caring behavioron nurse performance with extrinsic reward as a mediating variable at Seto Hasbadi Hospital

### **3. RESEARCH METHODS**

This research method was conducted at Seto Hasbadi Hospital in August 2024. This study aims to analyze the effect of organizational commitment, caring behavior, and extrinsic rewards on nurse performance with the reward system as a mediating variable. This study uses a quantitative research design with a cross-sectional approach, which means that data is collected at one time to analyze the relationship between variables. Data collection was carried out by distributing questionnaires consisting of several parts, such as respondent profiles, nurse performance questionnaires, organizational commitment, caring behavior, and extrinsic rewards. The research sample consisted of 140 respondents who were nurses working at Seto Hasbadi Hospital in 2024.

The sampling technique used was non-probability sampling with a purposive method, namely the sample was selected based on certain criteria that were relevant to the research objectives. Inclusion criteria included nurses who provided basic nursing care and had worked for at least 1 month at the hospital. While exclusion criteria included nurses who were on maternity leave or long illness in the last 6 months or worked outside the hospital. The data collected were then analyzed using descriptive statistical methods, univariate analysis with the Three Box Method, and multivariate analysis using Structural Equation Modeling (SEM) to test the relationship between variables.

The research hypothesis tests the positive and significant influence between independent variables such as organizational commitment, caring behavior, and extrinsic reward on nurse performance, with extrinsic reward as a mediating variable. Testing is done using the t-statistic test and SEM analysis to test the relationship model between the proposed variables. Based on the results of the analysis, if the calculated t value is greater than the t table value and the p-value  $<0.05$ , then the hypothesis is accepted and shows a significant influence between the variables studied.

### **4. RESEARCH RESULTS AND DISCUSSION**

#### **Research result**

Based on the distribution of respondent characteristic data, it was found that the number of male respondents was 27 people (19.3%) and female respondents were 113 people (80.7%). In other words, the majority of nurses at Seto Hasbadi Hospital are women. Based on the distribution of respondent characteristic data totaling 140 respondents, it was found that the number of respondent characteristic data aged 17-25 years was 31 respondents (22.1%) and

those aged between 26-35 years was 82 respondents (58.6%). In other words, the majority of nurses at Seto Hasbadi Hospital are nurses aged between 26-35 years who are in the very productive age range.

Based on the distribution of respondent characteristic data totaling 140 respondents, a picture was obtained of the respondents' last education level, the most dominant of which was nurses who had a last education of D3 Nursing, which were respectively 88.6% and 40.0%, while the rest had a Bachelor's degree and Nursing.

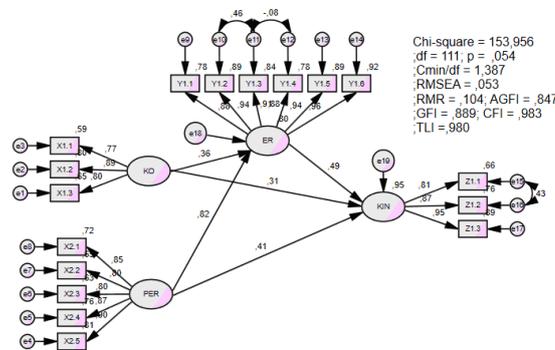
**Validity Test Results**

Results Validity testing shows all question items on the questionnaire for each variable with criteria > 0.3 and Sig. Level < 0.05, then it shows that all items have a greater correlation value. This means that all question items are valid.

**Reliability Test Results**

All Cronbach alpha values for the four variables are above 0.600. Because the value is greater than 0.600, the questionnaire measuring instrument is reliable or has met the reliability requirements.

**Hypothesis test**



**Figure 2. SEM AMOS**

**Table 1. Research Hypothesis Results**

Hy pot he sis	Variables	Es ti mate	S E	C R	P	Co ncl usion	Inf or mat ion
H1	Organizational Commitment,					Sig nifi cant	H1 accepted
		<i>Chi-Square</i>			0.153,956	5.4	Accepted

	Caring Behavior and Extrinsic rewards					Positive	
	□ Performance						
H2	Organizational Commitment	0.357	0.048	0.630	0.000	Significant and Positive	H2 accepted
	□ Extrinsic rewards						
H3	Caring Behavior	0.819	0.067	0.228	0.000	Significant and Positive	H3 accepted
	□ Extrinsic rewards						
H4	Organizational Commitment	0.307	0.047	0.524	0.000	Significant and Positive	H4 accepted
	□ Performance						
H5	Caring Behavior	0.411	0.088	0.432	0.000	Significant and Positive	H5 accepted
	□ Performance						
H6	Extrinsic rewards	0.493	0.094	0.404	0.000	Significant and	H6 accepted
	□ Performance						

				Pos itiv e	
H7	Organizational Commitment <input type="checkbox"/> <i>Extrinsic rewards</i> <input type="checkbox"/> Nurse Performance	3, 8 4 0	0. 0 0 0	Sig nifi can t An d Pos itiv e	H7 acc ept ed
H8	Caring Behavior <input type="checkbox"/> <i>Extrinsic rewards</i> <input type="checkbox"/> Nurse Performance	4. 4 7 4	0. 0 0 0	Sig nifi can t An d Pos itiv e	H8 acc ept ed

**H1: There is a simultaneous influence of organizational commitment, caring behavior and extrinsic rewards on nurse performance.**

The results of simultaneous testing on this model using the Chi-Square test, which shows a Chi-Square value of 153.956 with a degree of freedom (df) of 111 and a p-value of 0.054. A Chi-Square value greater than 0.05 indicates that this model fits or is in accordance with the existing data, so that the proposed hypothesis can be accepted. The basis for decision making in this Chi-Square test uses the p-value. Because the p-value (0.054) > 0.05, it can be concluded that there is a significant simultaneous influence between organizational commitment, behavior, and extrinsic rewards on nurse performance.

**H2 :Organizational commitment has a positive and significant effect on extrinsic rewards**

Based on Table 4.12, the CR value is 6.390 (>1.65) and P Value 0.000 (<0.05) for the organizational commitment variable on extrinsic rewards. This shows that organizational commitment has a positive and significant effect on extrinsic rewards.

**H3 :Caring behavior has a positive and significant effect on extrinsic rewards**

Based on Table 4.12, the CR value is 12.278 (>1.65) and P Value 0.000 (<0.05) for the caring behavior variable towards extrinsic rewards. This shows that caring behavior has a positive and significant effect on extrinsic rewards.

**H4 :Organizational commitment has a positive and significant effect on nurse performance**

Based on Table 4.12, the CR value is 5.204 ( $>1.65$ ) and P Value 0.000 ( $<0.05$ ) for the organizational commitment variable on nurse performance. This shows that organizational commitment has a positive and significant effect on nurse performance.

**H5 :Caring behavior has a positive and significant effect on nurse performance**

Based on Table 4.12, the CR value is 4.332 ( $>1.65$ ) and P Value 0.000 ( $<0.05$ ) for the caring behavior variable on nurse performance. This shows that caring behavior has a positive and significant effect on nurse performance.

**H6 :Extrinsic rewardshas a positive and significant effect on nurse performance**

Based on Table 4.12, the CR value is 4.804 ( $>1.65$ ) and P Value 0.000 ( $<0.05$ ) for the extrinsic reward variable on nurse performance. This shows that extrinsic rewards have a positive and significant effect on nurse performance.

**H7: Organizational commitment has a positive and significant effect on nurse performance with Extrinsic reward as a mediating variable.**

Organizational commitment to nurse performance is mediated by extrinsic rewards of 3.840 ( $>1.65$ ) with a significance level of 5% so that organizational commitment has a positive and significant effect on nurse performance with extrinsic rewards as a mediating variable.

**H8: Caring behavior has a positive and significant effect on nurse performance with extrinsic reward as a mediating variable.**

Caring behavior on nurse performance is mediated by extrinsic reward of 4.474 ( $>1.65$ ) with a significance level of 5% so that caring behavior has a positive and significant effect on nurse performance with extrinsic reward as a mediating variable.

**PembResearch Results Summary**

**The Influence of Organizational Commitment, Caring Behavior, and Extrinsic Rewards on Nurse Performance**

The results of the simultaneous test on the first hypothesis show that organizational commitment, caring behavior, and extrinsic rewards have a significant effect on nurse performance. With a p-value greater than 0.05, this model fits the data, indicating that the three factors work simultaneously to improve nurse performance. According to McShane & Glinow (2019), high organizational commitment increases nurse loyalty and motivation to provide the best service, which ultimately leads to increased performance. In addition, caring behavior

shown by nurses plays an important role in service quality, as explained by Boykin & Schoenhofer (2001), who consider caring as the main essence of nursing.

*Extrinsic rewards*, such as salaries and benefits that are in accordance with nurses' contributions, play a role in motivating them to work harder. According to Robbins & Coulter (2010), external rewards provide important incentives in increasing employee motivation and performance. This is in line with the theory of organizational behavior which states that individuals can be motivated to work better if they feel appreciated through the rewards received. Research by Chumba et al. (2018) also shows that giving rewards based on good performance provides a great encouragement for nurses in achieving optimal performance.

These three factors, namely organizational commitment, caring behavior, and external rewards, support each other in improving nurse performance. Strengthened by a fair reward system, nurses feel more appreciated and motivated to continue working hard. Research by Singa (2022) and Loan (2020) shows that strong organizational commitment, combined with job satisfaction, can serve as mediators to improve performance. For example, research by Shields (2016) confirms that the right reward system can direct employees, including nurses, to be more productive, which in turn improves the quality of their services and performance.

### **The Influence of Organizational Commitment on Extrinsic Rewards**

The second hypothesis suggests that organizational commitment has a positive and significant effect on extrinsic rewards. Nurses who have high organizational commitment will be more likely to try harder in their work, which can increase their chances of getting external rewards. For example, Becker (1960) explained that high organizational commitment is usually driven by rational considerations, where employees feel that their contributions should be appreciated. In this context, extrinsic rewards function as recognition of the efforts given by nurses in carrying out their duties.

According to McShane & Glinow's theory (2019), organizational commitment helps strengthen the relationship between employees and the organization, which in turn increases their expectations of external rewards. In addition, Armstrong & Taylor (2014) emphasize that external rewards play an important role in strengthening commitment, especially through rewards for employee loyalty and contribution. Morrison (1994) also suggests that employees who feel they have made a significant contribution to the organization will expect comparable rewards as a form of recognition for their efforts.

Research by Singa (2022) supports this finding, showing that organizational commitment is positively related to reward perception. For example, Novita et al. (2022) also stated that

high work motivation and a good reward system can improve performance through organizational commitment. Further research by Petrick et al. (2023) showed that a properly implemented reward system can strengthen organizational commitment and improve nurse performance. Therefore, hospitals need to create a reward system that recognizes nurses' commitment and contribution to ensure a mutually beneficial relationship between the two parties.

### **The Influence of Caring Behavior on Extrinsic Rewards**

The third hypothesis suggests that caring behavior has a positive and significant effect on extrinsic rewards. Nurses who show concern and empathy for patients often receive external rewards as a form of recognition for their efforts in providing quality care. Boykin & Schoenhofer (2001) argue that caring behavior is the core of the nursing profession, leading to strong therapeutic relationships with patients and improved quality of care. This in turn influences the organization's assessment of nurses' performance, which can lead to external rewards.

Herzberg's (1966) motivation theory states that external rewards serve as incentives to encourage employees, including nurses, to continue to demonstrate positive behaviors. Bandura (1977) added that external rewards serve as reinforcement of desired behaviors, including caring behaviors. Thus, a reward system that supports caring behaviors will motivate nurses to continue to provide quality care and improve their performance. Research by Laschinger et al. (2001) supports this finding by showing that rewards given based on caring behaviors can motivate nurses to maintain high nursing standards.

Furthermore, research by Hutabarat et al. (2022) and Syukur et al. (2024) showed that the caring character of nurses is directly related to the external rewards they receive. Fitriani & Wihardja (2024) also revealed that work motivation plays an important role in strengthening the relationship between caring behavior and rewards. For example, research by Ackerman (2019) found that training on Caring Science can improve nurses' caring behavior and gain recognition in the form of external rewards. Thus, hospitals should develop a reward system that supports caring behavior as part of an effort to improve the quality of care and nurse performance.

### **The Influence of Organizational Commitment on Nurse Performance**

The fourth hypothesis shows that organizational commitment has a positive and significant effect on nurse performance. Nurses who have a high commitment to the hospital

tend to show better performance, because they feel bound and responsible for the goals of the organization. This organizational commitment can increase the motivation of nurses to work harder in providing optimal service. Mowday et al. (1979) explained that employees who have a strong commitment to the organization will be more involved in their work and show higher dedication in achieving common goals.

According to Allen & Meyer's theory (1990), high organizational commitment can be seen from three main components: affective, continuance, and normative, all of which have a significant influence on performance. Employees who feel emotionally attached to the organization, such as nurses who have affective commitment, will try harder to provide better service quality. This is also confirmed by research by Ivancevich et al. (2008), which shows that strong commitment encourages nurses to work harder and contribute more to achieving organizational goals.

This study is in line with the findings of Bernardin & Russell (2010) which stated that organizational commitment greatly influences nurse performance through their involvement in the organization. For example, research by Suhadi et al. (2022) found that nurse commitment to the organization plays a significant role in improving the quality of care provided. In addition, research by Nurluviyana & Sudarma (2020) confirmed that organizational commitment is directly related to better productivity and performance in the workplace, including in hospitals.

### **The Influence of Caring Behavior on Nurse Performance**

The fifth hypothesis shows that caring behavior has a positive and significant effect on nurse performance. Nurses who demonstrate caring behavior not only improve the quality of their relationships with patients, but also improve their overall performance. This is because caring behavior focuses on increasing patient satisfaction, which then has a direct effect on nurse performance. Watson (1979) in his theory of caring explains that the relationship between nurses and patients built on the basis of concern is very important in improving the quality of health services.

Research by Pardede (2022) revealed that caring behavior creates a stronger interpersonal relationship between nurses and patients, which affects the nurse's ability to provide more efficient and effective services. Devi (2022) also supports this finding by stating that caring behavior affects the physical, psychological, and social aspects of patients, which in turn contributes to the nurse's performance in providing better care. This shows that the attention given by nurses to patients is not only beneficial for the patient's well-being, but also for the nurse's performance itself.

In the context of nurse performance, Bernardin (2012) explained that the quality of service provided by nurses can be measured by how well they care for patients. Chumba et al.'s (2018) study found that extrinsic rewards given to nurses who demonstrated caring behavior contributed to improving their performance. This finding strengthens the argument that caring behavior not only benefits patients but also improves the overall quality of nurse performance, especially in a demanding hospital environment.

### **The Influence of Extrinsic Rewards on Nurse Performance**

The sixth hypothesis shows that extrinsic rewards have a positive and significant effect on nurse performance. External rewards, such as bonuses, incentives, and recognition of achievement, can motivate nurses to work harder and improve the quality of care they provide. Skinner (1953) in his theory of reinforcement explains that external rewards function as reinforcers to encourage positive behavior, including high performance. In this case, rewards can encourage nurses to achieve higher performance standards in serving patients.

The equity theory proposed by Adams (1963) states that rewards given fairly will increase work motivation and encourage better performance. Locke & Latham (1990) added that external rewards can increase work motivation through clear goal setting, which helps improve nurses' focus and productivity in carrying out their duties. Therefore, rewards given according to nurses' contributions and achievements are very important to encourage improved performance in hospitals.

Research by Ngwa et al. (2019) supports this finding by showing that a well-implemented reward system has a significant effect on employee performance. In addition, research by Sultan & Peristiowati (2023) also strengthens the argument that external rewards can increase work motivation, which in turn contributes to improving nurse performance. Chumba et al. (2018) added that providing appropriate extrinsic rewards contributes greatly to variations in nurse performance, showing that these rewards can improve their work performance and efficiency.

### **The Influence of Organizational Commitment on Nurse Performance with Extrinsic Rewards as a Mediating Variable**

The seventh hypothesis shows that organizational commitment has a positive and significant effect on nurse performance with extrinsic reward as a mediating variable. The results of this study indicate that external rewards can strengthen the relationship between organizational commitment and nurse performance. When nurses feel appreciated for their

contributions through external rewards, they will be more motivated to provide better performance. This is in line with the theory of organizational behavior proposed by Robbins & Judge (2013), which explains that individual behavior in an organization can be strengthened through an effective reward system.

Schein (2010) in his theory of organizational culture explains that a culture that supports organizational commitment can strengthen the relationship between employees and the organization, which leads to increased performance. In this case, external rewards play an important role as a reinforcer that increases the influence of organizational commitment on nurse performance. Jones & George (2014) added that external rewards strengthen individual commitment to the organization, which leads to increased performance.

Research by Singa (2022) supports these results by showing that organizational commitment has a positive effect on employee performance, with appropriate compensation as an important factor that strengthens the relationship. Loan (2020) also revealed that job satisfaction related to organizational commitment acts as a mediator that improves performance. In addition, Ngwa et al. (2019) stated that an appropriate reward system can strengthen the relationship between organizational commitment and nurse performance, indicating that external rewards function as a mediator that strengthens the influence of commitment on performance.

### **The Influence of Caring Behavior on Nurse Performance with Extrinsic Rewards as a Mediating Variable**

The eighth hypothesis suggests that caring behavior has a positive and significant effect on nurse performance with extrinsic reward as a mediating variable. When nurses demonstrate strong caring behavior, they are more likely to be rewarded with extrinsic rewards, which then increases their motivation to continue demonstrating the behavior. According to Vroom (1964), external rewards such as bonuses and recognition increase nurses' motivation to behave more caringly towards patients, which ultimately has a positive impact on the quality of care and their performance.

Caring behaviors performed by nurses play a role in improving the quality of care and patient satisfaction, which are important factors in improving nurse performance. Schein (2010) emphasized that emotional involvement in work, as demonstrated by caring behaviors, improves individual performance within the organization. External rewards reinforce these positive behaviors, which encourage nurses to continue to provide their best service. Research by Riasat et al. (2016) supports this finding by showing that external rewards have a positive

effect on nurse performance, with rewards serving as a significant mediator in improving caring behaviors and performance.

Hartono et al. (2023) also showed that an appropriate reward system can strengthen productive and caring behavior, which in turn improves nurses' performance in hospitals. Suhadi et al. (2022) found that work motivation influenced by external rewards is very important in improving nurses' caring behavior, which leads to improved performance. These findings suggest that providing external rewards can strengthen the relationship between caring behavior and nurses' performance, making it a very important factor in improving the quality of hospital services.

## **5. CONCLUSION, IMPLICATIONS AND SUGGESTIONS**

### **Conclusion**

There is a positive and significant influence between organizational commitment, caring behavior, and extrinsic reward on nurse performance simultaneously. The three variables reinforce each other and contribute to improving nurse performance, with high scores on each variable. Strong organizational commitment has a positive effect on extrinsic reward, where nurses with high commitment to the hospital are more likely to receive external rewards such as bonuses or recognition, which increases their motivation to make greater contributions to their work. Caring behavior also plays a role in increasing extrinsic reward, where nurses who show empathy and concern for patients are more often appreciated for their efforts, which in turn reinforces positive behavior and improves nurse performance.

In addition, organizational commitment and caring behavior directly have a positive effect on nurse performance. Nurses who have a high commitment to the hospital tend to try harder to achieve hospital goals, and nurses who care about patients will provide better care, improve service quality and patient satisfaction. External rewards have also been shown to motivate nurses to work harder, and act as a mediating variable that strengthens the relationship between organizational commitment, caring behavior, and nurse performance. These results indicate the importance of using effective external rewards in increasing nurse motivation and strengthening the influence of organizational commitment and caring behavior on improving their performance in the hospital.

### **Theoretical Implications**

The results of this study provide significant theoretical implications regarding the role of organizational commitment, caring behavior, and extrinsic rewards in improving nurse

performance. Based on the theory of organizational behavior proposed by Robbins & Judge (2016), this study confirms that individual behavior in an organization can be influenced and modified through good management of these variables. High organizational commitment encourages nurses to try harder and commit to hospital goals. This is in line with the theory of McShane & Glinow (2019), which states that nurses' emotional attachment to the hospital contributes to increasing their loyalty and dedication, which ultimately has a positive impact on nurse performance. An organizational commitment-based approach can be used to strengthen the relationship between nurses and hospitals, thereby creating a more productive work environment.

This study also shows that caring behavior, reflected in empathy and attention to patients, contributes greatly to improving the quality of care. Based on Armstrong & Taylor's theory (2014), strong caring behavior supports the ability of nurses to recognize and commit to organizational goals. This finding strengthens the view that managing interpersonal relationships between nurses and patients should be a primary focus in developing hospital care. By improving caring behavior, hospitals can create a more humane climate, improve the quality of health services, and strengthen nurses' commitment to the organization. In addition, the results of the study also confirmed the importance of extrinsic rewards as a motivational tool. Providing appropriate external rewards can strengthen the relationship between organizational commitment and caring behavior with nurse performance, which supports Robbins & Coulter's theory (2010) regarding the importance of external rewards in improving work motivation.

### **Managerial Implications**

The managerial implications of this study suggest that to strengthen organizational commitment, hospitals should develop organizational support systems that promote long-term appreciation. The highest dimension of organizational commitment is Affective Commitment, which reflects nurses' emotional attachment to the hospital. Management can introduce leadership training programs and award events to provide opportunities for nurses to develop their skills and clarify their contributions to hospital goals. Annual awards or best nurse awards can also help foster loyalty and strengthen nurses' emotional connection to the organization, which will increase their sense of responsibility in providing quality care.

In the caring behavior dimension, the "Doing For" dimension showed the greatest influence, which includes direct actions to help patients. However, the "Being With" dimension, which reflects emotional closeness and presence with patients, showed the lowest score. To improve this dimension, hospital management is advised to strengthen the code of ethics and

provide empathy training to nurses. Training programs that focus on emotional involvement and caring communication can improve nurses' interpersonal relationships with patients. Hospitals also need to create a work environment that supports nurses' well-being, such as providing comfortable break rooms to reduce stress, so that nurses can focus more on emotional relationships with patients.

### **Advice for Hospitals**

Based on the research results, the lowest dimension in organizational commitment is Normative Commitment, which is related to a sense of obligation to continue working in the hospital. To strengthen this normative commitment, hospital management is advised to hold training or programs that focus on developing values of obligation and moral responsibility towards the organization. Programs that emphasize work ethics and social responsibility will help strengthen nurses' commitment to the hospital and increase their loyalty in the long term. One way to do this is to facilitate discussions about the importance of nurses' contributions to hospital goals, so that they feel more responsible and emotionally attached to the organization.

The lowest dimension in caring behavior is "Being With", which shows emotional closeness to the patient. To improve this dimension, hospitals need to develop training or workshops that focus on emotional involvement and a holistic approach to caring for patients. Management also needs to create an environment that supports more meaningful interactions between nurses and patients, such as by providing reflection sessions or group discussions on nurses' experiences in providing care that focuses more on emotional attention. In this way, the quality of care will improve, and nurses will be more emotionally connected to their patients, which contributes to improving overall nurse performance.

### **Further Research Suggestions**

For further research, it is recommended to expand the scope of variables that affect nurse performance by including moderating variables, such as job satisfaction or leadership. These variables can provide deeper insight into how other factors can strengthen or moderate the relationship between organizational commitment, caring behavior, extrinsic rewards, and nurse performance. This study can also involve different types of hospitals, such as government hospitals or private hospitals, to compare results that may differ based on the type of organization. Analysis using more complex statistical methods, such as SEM with tools such as SmartPLS, Mplus, or SPSS, can provide more in-depth results regarding the relationship between variables.

Further researchers are also advised to examine the implementation of performance-based caring behavior in more detail. Identifying the impact of caring behavior on nurse performance and the quality of care provided will provide valuable contributions to hospital policy development. Further research can also explore other factors, such as communication training or leadership development programs, that can support nurses in improving their caring behavior. By understanding this relationship, hospitals can design more appropriate interventions to improve nurse performance and the quality of health care provided to patients.

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