



# Impact of Organizational Learning on Nurse Performance with Organizational Commitment and Citizenship Behavior (OCB) as a Mediation Variable and in Leadership Moderation

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**Abstract.** The role of the hospital in supporting public health is very strategic because the hospital and the number of people in need are very disproportionate. This study aims to analyze the role of nurses in hospitals who currently handle individual participants and health insurance participants who are often underestimated and receive different services. The unit of analysis studied in this study is a nurse at a hospital in Jakarta that serves BPJS patients, which is a referral hospital for BPJS patients and actively serves BPJS patients. This study uses hypotheses based on theoretical studies and empirical studies as research studies. The paradigm used is quantitative (positivism). This research was conducted with a quantitative approach to 295 hospital nurses in the city of Jakarta who served BPJS patients. The data analysis process in this study used LISREL software to test the effect between constructs and test the fit of the model. The result of this study shows organizational learning, organizational commitment, and OCB because they have an important influence on nurse performance. The organizational commitment variable becomes the central variable because it has a direct influence and is able to mediate organizational learning on nurse performance. Leadership is proven to fail in moderating organizational learning and OCB on nurse performance. The implications of this research can also contribute to government and private hospitals in terms of applying the concepts of organizational learning, organizational commitment, OCB and leadership in improving the performance of nurses in hospitals.

**Keywords:** Organizational Learning · Nurse Performance · Organizational Commitment · OCB · Leadership · Hospital

## 1 Introduction

The era of the ASEAN Economic Community (ASEAN Economic Community) since the end of 2015 has opened new challenges for all types of industries to compete, including the health service industry. The development of hospitals has led to intense competition between one hospital and another in providing health services that are in

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accordance with the expectations of the community. Nurses are considered a health nursing organization and an organization that poses a challenge to nurse administrators. Therefore, organizational measures should be instituted to ensure a highly committed and dedicated nursing workforce and promote nurse retention. This is necessary to ensure continuity of quality nursing and patient care [1]. In the current era of globalization, the development of hospitals in Indonesia is very rapid, in line with the announcement of health by the President of the Republic of Indonesia, where hospital services must be improved. The hospital is an expert and capital-intensive health service institution, is also a provider and provider of medical services, implements rehabilitation care, prevents and improves health. The hospital is also the implementer of education or training for medical and paramedical personnel, and also serves as a place for research and development of technology in the health sector. The hospital as a labor-intensive institution cannot be separated from various problems, so it requires leadership that is different from leadership in other organizations that can affect commitment.

In 2020 the whole world was rocked by the problem of Covid-19. Almost all sectors have been affected by this pandemic. All situations change so fast, health services are the main key in a country to reduce transmission. Health workers have an important role as the front line in dealing with this problem. In particular, health workers who work as nurses are required to make direct contact with patients to handle COVID-19 cases [2]. When this condition is in a very alert condition, people who usually go to the hospital for examinations because of minor illnesses are currently trying to avoid hospitals. There are even situations where people like to isolate health workers, medical personnel, namely doctors and hospital nurses, are expelled from their homes because of public concerns about the transmission of Covid-19 cases, this is a tremendous pressure from the social environment, especially for nurses [3]. Nurses have a task that is quite high risk during this pandemic. The nurse's job is to fulfil basic needs and prioritize and optimize patient safety, the obligation to care for patients and make direct contact with patients exposed to Covid-19, this is very vulnerable to transmission, so they must comply with strict health protocol standards, one of which is by wearing protective equipment. complete self. Working hours, even during this pandemic, hospitals were very crowded, resulting in nurses not going home for a month and spending the night in the hospital. This results in Work Stress and a bad Work Environment [4].

Previous research has been carried out by many researchers regarding organizational learning, organizational commitment, OCB and nurse performance, but some researchers found a significant effect between organizational learning on nurse performance [5], but in another study the authors found that the effect of between the two variables is not significant on organizational performance [6], even when the mediating role of organizational commitment is included, the researcher wants to know which factors have the highest influence on the performance of nurses at BPJS hospitals in Jakarta.

In previous studies there has been no research that uses leadership variables as a mediating variable, in the context of hospitals with dense patients, especially hospitals that serve BPJS, the leadership role encourages the performance of nurses in serving patients in a much larger number so that the authors assume that the leadership factor can be a factor. Moderation in the relationship of independent variables to the performance of nurses. In addition, research in the context of the BPJS hospital in Jakarta in this case

has never been carried out, namely combining organizational learning, organizational commitment and OCB on nurse performance plus leadership factors as a moderating variable [7]. On the role of OCB as a mediating variable between organizational learning and nurse performance [8], no research has been done on this before so that it can be one of the novelties in this study. For more details, the development of an alternative new model is proposed.

The formulation of the problem in this study is to analyze the role of nurses in hospitals who currently handle individual participants and health insurance participants who are often underestimated and receive different services, in theory that public services should be the same in accordance with government directives in accommodating social justice. for the people of Indonesia.

## 2 Theoretical Basic

Theoretical studies are one of the important aspects of research to summarize and synthesize arguments and ideas from existing knowledge in a particular field without adding new contributions [9]. Theoretical studies build on existing knowledge, thus helping researchers to build on the development of research topics. It is important for a theoretical study to dissect in-depth knowledge of what is wrong in the existing findings in detail to find errors and strengths in existing research. Literature review provides direction that must be taken to achieve success. General perception of literature review and reality: In accordance with popular belief, a literature review is simply a summary of sources related to the research. There are many scientific manuscript writers who believe that research is just a survey of what research is doing on a chosen topic. But otherwise, research needs to use published information from relevant sources to support their findings [10].

## 3 Research Hypothesis

The explanation above gives researchers to build a conceptual framework model that is the basis for this research to conduct further research that has not been studied before by other researchers, especially related to the discussion of BPJS hospital services in Jakarta. Researchers are trying to formulate the determinants of the performance of nurses in the phenomenon at the BPJS hospital in Jakarta.

A study that examined the organizational learning of de H., Antunes, J.G., and Pinheiro, P.G [11] found that there was a significant effect between organizational learning and nurse performance. Organizational learning is seen as a dynamic process based on knowledge and translated through various levels of activity. An organization's ability to use and enhance knowledge is highly dependent on Human Resources, who effectively create, share and use that knowledge. Knowledge management is seen as the management of the process of creating, storing, accessing, and disseminating the intellectual resources of an organization. Organizations should consider the main objectives of the organization as increasing individual capacity and increasing organizational knowledge. Managers should pay special attention to general knowledge related to the corporate context, as it supports the introduction of different types of innovations. Knowledge

can be driven by a set of collaborative HRM practices, this is also supported [6, 8, 12] which state that there is a significant influence between organizational learning on performance. This is different from the research conducted by Calisir, F., Altin Gumussoy, C., and Guzelsoy, E. [13] who conducted his research on companies in Turkey to examine the effect of organizational learning on performance, in his research there was an insignificant effect, especially on innovation-based performance. (H1) there is an effect of organizational learning on the performance of nurses.

The study that examined organizational learning and organizational commitment conducted by Khunsoonthornkit [6] found research results showing that organizational learning has a direct influence on organizational commitment and performance. However, commitment does not directly affect organizational performance. Based on these results; scientific policy and planning, and technology and development must consider the application of organizational learning in research organizations this is also supported by the research of Chang, et.al [14]. This is different from the research conducted by Amato A.D., and Falivena, C. [15] that in the generation born in 1960 and after organizational learning has a negative relationship with organizational commitment, this is indicated by high organizational learning and low organizational commitment in this generation. This has an impact on the decreasing interest in staying in the same company. Similar research was also found in research conducted [16] which explains that there is no direct relationship between organizational learning and organizational commitment, it requires an individual self-efficacy mediating variable (an individual's belief or confidence about his ability to organize) so that organizational learning has an influence on organizational commitment. (H2) there is an effect of organizational learning on organizational commitment.

The study conducted by Somech, A., and Drach-Zahavy, A. [17] found that there is a significant influence between organizational learning and OCB, this is found in this study which explores the problem of OCB as a context-related phenomenon, from a multidimensional perspective. More specifically, it is hypothesized that organizational learning (learning structures and values) has a positive effect on OCB that benefits organizations. This is supported by Islam, T. [18]. (H3) there is an effect of organizational learning on OCB.

A study conducted by Bala, I., Saini, A., and Goyal, B. [19] found that the three components of organizational commitment, Affective Commitment, Continuing Commitment, and Normative Commitment had a positive and significant impact on nurse performance. Organizational commitment has been confirmed as a major element in explaining nurse performance and employee engagement [19]. However, organizational commitment is empirically and theoretically associated with job performance [20]. Meanwhile, to achieve organizational goals, managers must inform the desired performance of employees [21]. Since the performance of nurses is directly related to the quality of hospital performance, hospital administrators have been looking for methods to improve the quality of their nurses [22]. Several studies confirm the strong impact and relationship between organizational commitment and nurse performance. According to Riketta M., and Van Dick, R. [23] found in a meta-analysis study of samples from the study of nurses, there is a significant positive relationship between commitment and performance. The same result was reported by Greenslade et.al [24] that there was a

positive and significant relationship between the dimensions of organizational commitment and nurses' performance, in addition, they reported that normative commitment had a greater impact on nurses' performance than other dimensions of organizational commitment. Another meta-analysis conducted by Meyer, M. [20] reported two dimensions of organizational commitment namely; Normative commitment and affective commitment have a positive correlation with nurse performance, while negative correlation with continuance commitment. Previous research has also found that there is an effect of organizational commitment on individual performance and organizational performance in different ways [25]. This is different from previous research which got contradictory results in one organization in China that there was no significant effect between organizational commitment to performance, especially in terms of quality. This research was conducted in several sports-based organizations. In another study conducted at 2 large companies found the same thing that organizational commitment did not contribute to performance, especially in employee work efforts. (H4) there is an effect of organizational commitment on nurse performance.

A study conducted by Kolade, O. [26] found that hospitals can improve performance through OCB and a positive corporate image. However, it is also found that there is a negative covariance between OCB and hospital company image despite their positive individual contribution to performance. Therefore, hospital management must develop an organizational climate (such as recognition, additional rewards, promotions, etc.) that can promote OCB and promote a positive company image while preventing situations where staff are unwilling to provide additional, work-related services that are discretionary. addition. This is supported by research conducted by Rushton, J.H. [27]. (H5) there is an effect of OCB on the performance of nurses.

A study conducted by [28] that the role of organizational commitment can mediate the influence between organizational learning and employee performance because committed employees will make the organization run more effectively and can become a competitive strategy as found in the research [19] that commitment can lead to improvements in overall performance and organization, this is supported by research conducted by Hanaysha [28]. Research has also been conducted that organizational commitment can mediate between organizational learning and performance and reduce employee turnover rates. (H6) there is an effect of organizational learning on nurse performance through organizational commitment.

In this section, no research has been found on this matter in the context of nurse performance or in general, so this study seeks to find out how big the role of OCB as a mediating variable between organizational learning and nurse performance and can be one of the novelties in this study. In previous studies in the context of China, there were studies that found that OCB could mediate between personal learning and the performance of family companies [29], however, this is only about the personal, not in the research of an organization. The selection of the OCB variable as a mediation is considered to be able to mediate in the effect on performance, this is based on previous research that conducted research on a large scale on 3,821 employees from 130 companies in Korea. (H7) there is an effect of organizational learning on the performance of nurses through OCB.

In this section, no research has been found on this matter in the context of nurse performance or in general, so this study seeks to find out how big the role of leadership is as a moderating variable between organizational commitment and nurse performance and can be one of the novelties in this study. Only on research [30] which explains the importance of the leadership role in hospital organizations to improve the capabilities and performance of hospitals and their personnel. (H8) there is an effect of organizational commitment on nurse performance with leadership moderation.

In this section, no research has been found on this in the context of nurse performance or in general, so this study seeks to find out how big the role of leadership is as a moderating variable between OCB and nurse performance and can be one of the novelties in this study. Only in the study of [30] which explains the importance of the role of leadership in hospital organizations to improve the ability and performance of hospitals and personnel. (H9) there is an effect of OCB on nurse performance with leadership moderation.

## 4 Methods

The unit of analysis examined in this study was nurses at a hospital in East Jakarta serving BPJS patients, which is a referral hospital for BPJS patients and actively serving BPJS patients. This study uses hypotheses based on theoretical studies and empirical studies as a research study. The paradigm used is quantitative (positivism) [31]. This paradigm is a research paradigm that uses numbers, the data is in the form of numbers, analyzed using statistics to answer questions or test specific research hypotheses and to make predictions that a certain variable affects other variables [32].

This type of research is a type of explanatory research. This study aims to explain the influence between variables through hypothesis testing and at the same time make explanations for several variables. In accordance with the research objectives, namely, to analyze, test and confirm the effect of organizational learning on nurse performance with the role of mediating organizational commitment and OCB and leadership moderation at the BPJS East Jakarta hospital.

The sample units in this study were nurses at hospitals in East Jakarta serving BPJS patients. The population in this study were nurses who were assigned to serve BPJS patients as many as  $n = 295$  people [33], the sample was selected based on nurses who had work experience as nurses in the same hospital for at least 1 year. Noting that the number of samples to be studied was able to be carried out randomly, the researchers used Random Sampling in a study at hospitals in East Jakarta that serve BPJS patients.

Structural Equation Modeling (SEM) is a statistical technique that tests different theoretical models [34]. SEM can show how a set of observed variables defines latent variables and the relationships between variables. SEM is a useful methodology for determining, estimating, and testing hypothetical relationships between statistical variables. SEM can be used to measure data, variables and dimensions contained in problems in the company. The steps for forming a structural equation model can be explained as follows [35].

**Table 1.** Path Analysis.

Hypothesis	Path	P-Value	Decision
H1	OL → NP	0.000	Supported
H2	OL → OC	0.000	Supported
H3	OL → OCB	0.072	Not Supported
H4	OC → NP	0.032	Supported
H5	OCB → NP	0.012	Supported
H6	OL → OC → NP	0.000	Supported
H7	OL → OCB → NP	0.102	Not Supported
H8	OC → NP × (L)	0.041	Supported
H9	OCB → NP × (L)	0.256	Not Supported

## 5 Results and Discussion

The analysis of this study used LISREL after carrying out the initial test [36], the model feasibility testing stage was carried out after the entire model had been adjusted so that the model was fit, a path analysis test was carried out in this study.

From the results of Table 1, it is known that OL has a significant effect on NP, OL has a significant effect on OC, OL has no significant effect on OCB, OC has a significant effect on NP, OCB has a significant effect on NP, OC has succeeded in mediating the effect of OL on NP, OCB has succeeded in mediating the effect OL to NP, leadership failed to moderate OC to NP, and leadership failed to moderate OCB to NP.

Based on the results above, it is known that every hospital in this study needs to pay attention to pending factors such as organizational learning, organizational commitment, and OCB because they have an important influence on nurse performance. The organizational commitment variable becomes the central variable because it has a direct influence and is able to mediate organizational learning on nurse performance. Leadership is proven to fail in moderating organizational learning and OCB on nurse performance.

## 6 Conclusion

The results of this study are expected to be used as supporting material in policy making by the hospital to improve the performance of nurses as the spearhead of hospital services to the community. This research can also be useful as a material to formulate strategic steps for the hospital in the future in increasing the knowledge of nurses so that it can become a competitive advantage. This study emphasizes the concept of knowledge that is rarely discussed in institutions or companies that serve health insurance customers from the government which only carry out their duties and functions which are measured through social impacts in national development, especially in developing countries such as Indonesia.

Practically, it is hoped that the results of this research can be used as a reference in the important contribution of the concept of knowledge in the context of hospitals and can be implemented in order to provide good health services to the people of Indonesia. Academically, this research can also contribute to government and private hospitals in terms of applying the concept of organizational learning, organizational commitment, OCB and leadership in improving the performance of nurses in hospitals.

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