

The Influence of Job Satisfaction and Organizational Commitment on Nurse Performance with Work Motivation as a Mediating Factor at I Lagaligo East Luwu Hospital In 2022

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ABSTRACT

Nursing performance is an important thing that needs to be studied in order to maintain and improve the quality of hospital services. There are many factors that affect nurse performance. This study aims to analyze the effect of job satisfaction and organizational commitment on the performance of nurses with work motivation as a mediating factor at I Lagaligo East Luwu Hospital. The type of research conducted is quantitative research using an analytic observational study with a cross sectional study design. The sampling technique is proportional random sampling with the number of samples in this study being 130 nurses. Testing the hypothesis in this study using path analysis. The results showed that job satisfaction has a positive and significant effect on work motivation ($\beta = 0,264$; T statistic= 2,433). Organizational commitment has a positive and significant effect on work motivation ($\beta = 0,347$; T statistic= 3,742). Work motivation has a positive and significant effect on performance ($\beta = 0,160$; T statistic= 2,533). Job satisfaction has a positive and significant effect on performance ($\beta = 0,179$; T statistic= 2,510). Organizational commitment has a positive and significant effect on performance ($\beta = 0,151$; T statistic= 2,163). Job satisfaction has no direct effect on performance with work motivation as a mediating factor ($\beta = 0,042$; T statistic = 1,888). Organizational commitment has no direct effect on performance with work motivation as a mediating factor ($\beta = 0,056$; T statistic = 1,911). Hospitals are expected to be able to maintain job satisfaction, organizational commitment and work motivation of nurses so that every nurse is willing to provide the best productivity and performance for the realization of improving the quality of nursing services.

Key words: Job satisfaction, Organizational commitment, Work motivation, Nurse performance, Hospital.

INTRODUCTION

Nurses are "The Caring Profession" having an important position in producing quality health services in hospitals, because unique services carried out 24 hours and continuously are a distinct advantage compared to other services. Therefore, hospitals must have well-performing nurses who will support hospital performance so that customer or patient satisfaction can be achieved (Asmuji, 2012; Andra & Ismainar, 2018).¹

Nurse performance is the nurse's activity in implementing as well as possible an authority, duties and responsibilities in order to achieve the objectives of the main duties of the profession and realize the goals and objectives of the organizational unit. Nurse performance is actually the same as work performance in the company. Nurses want their performance to be measured against objective standards that are open and communicable. If nurses are cared for and valued to superior rewards, they will be more motivated to achieve higher levels of achievement (Faizin & Winarsih, 2008).²

According to Davis & Newstorm job satisfaction is a set of employee feelings about whether or not their work is enjoyable.³ Job satisfaction affects the performance of nurses. Nurses who have high job satisfaction are more likely to have high performance, in line with research⁴ showing a

positive relationship between nurse job satisfaction and the quality of health services provided by nurses.⁵⁻⁷

Robbins & Judge, (2008)⁸ in his book also reveals that there is a strong relationship between organizational commitment and employee performance. Highly committed employees will have high performance and loyalty to the company. On the other hand, employees who tend to have low commitment will also have low performance and less loyalty to the company.

Organizational commitment can also be seen as a situation where an employee supports the goals of the organization so that employees choose to stay in the organization. Therefore, high organizational commitment illustrates a high level of employee alignment with the organization that employs them.⁹ So far, several previous studies have proven that work commitment has a significant impact on work outcomes, employee performance, attendance rates and job satisfaction of each employee.¹⁰

Motivation is the concept of strength or encouragement that moves a person to do an activity. The process of motivation is directed to achieve goals, therefore, motivating employees is a management process to influence people's behavior based on knowledge of what makes the person move to achieve predetermined goals. (Suarly, 2009).¹¹

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Motivated employees are very important because the full participation of employees will definitely drive the profitability of the organization. Motivated employees will generate greater understanding. When employees are well motivated, they help the organization to grow and survive in the workplace.¹²

Based on a preliminary study conducted at I Lagaligo East Luwu Hospital, it was found that the number of inpatient visits in the last three years, namely 2019-2021, has decreased. In 2019 there were 19,858 patients and decreased drastically in 2020, namely 12,477 patients but this happened due to the Covid-19 pandemic so many people were afraid to go to the hospital. However, in 2021, when the pandemic began to subside, the number of hospitalized patients was still decreasing, namely to 12,118 patients. Therefore, organizations must pay attention to the needs of nurses, so that they can improve their quality in providing services. Referring to the theory and research that has been presented regarding the performance of nurses, there are several factors that can influence them, namely job satisfaction, organizational commitment and work motivation of nurses. The key to hospital success in achieving improved quality of service to patients and nurse performance requires nurses who are satisfied with their work. Based on the description above, the researcher intends to examine further regarding to “The Influence of Job Satisfaction and Organizational Commitment on Nurse Performance with Work Motivation as a mediating factor at I Lagaligo East Luwu Hospital”.

MATERIALS AND METHODS

Location and research design

This research was conducted at I Lagaligo East Luwu Hospital. The type of research used is analytic observational with a cross sectional design.

Population and sample

The population is all nurses with PNS and honorary status who carry out services and serve at I Lagaligo East Luwu Hospital. The sampling technique is proportional random sampling with the number of samples in this study 130 nurses.

Method of collecting data

The instrument used in data collection was a questionnaire that had been tested for validity and reliability. The independent variables were job satisfaction, organizational commitment and work motivation while the dependent variable was nurse performance.

Data analysis

Univariate analysis was carried out to get an overview of the research problem by describing each variable used in the study and the characteristics of the respondents. Univariate analysis consisted of descriptive analysis of the characteristics of the respondents, descriptive analysis of the research variables and crosstabulation analysis between the dependent and independent variables. Bivariate analysis was carried out to see the relationship between the two variables, namely between the independent variable and the dependent variable with the statistical test used was the Pearson test. Multivariate analysis was carried out to find direct and indirect effects between variables, namely between the variables Job Satisfaction and Organizational Commitment on the performance of nurses with work motivation as a mediating factor. Multivariate test using the PLS path analysis method. The first step in SEM-PLS analysis is to create a model.

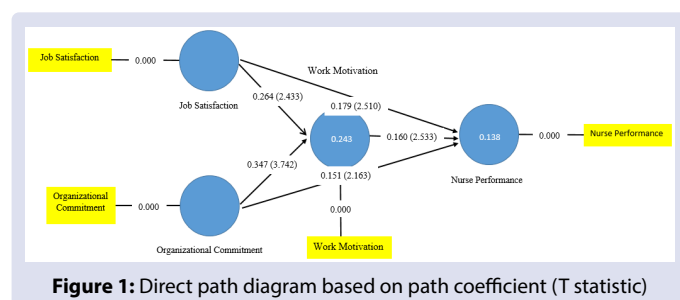
RESULTS

Table 1 shows the frequency distribution based on the characteristics of the sample at the research location showing that the majority of respondents are at the age level of 25-35 years, namely 91 respondents

Table 1: Distribution of respondents based on the characteristics of nurse respondents at I Lagaligo East Luwu hospital in 2022.

Characteristics	Research Sample	
	N	%
Age		
25-35 Years	91	70.0
36-45 Years	38	29.2
>45 Years	1	0.8
Amount	130	100.0
Gender		
Male	29	22.3
Female	101	77.7
Amount	130	100.0
Length of Work		
1-5 Years	46	35.4
6-10 Years	43	33.1
11-15 Years	37	28.5
>15 Years	4	3.1
Amount	130	100.0
Last Education		
DIII	32	24.6
S1	21	16.2
Nurse	73	56.2
S2	4	3.1
Amount	130	100.0
Employment Status		
Civil Servant	48	36.9
Honorary	82	63.1
Amount	130	100.0
Work Unit		
Outpatient	17	13.1
Inpatient	66	50.8
ER	15	11.5
ICU	17	13.1
Operating Room	15	11.5
Amount	130	100.0

Source: Primary Data



(70%). In terms of gender, the majority of respondents were female, namely 101 respondents (77.7%). Based on length of work, most of the respondents worked for 1-5 years, namely 46 respondents (35.4%). Judging from the last education, most of the respondents had a Nurses education, namely 73 respondents (56.2%). And judging from the employment status, most of them are honorary employees as many as 82 respondents (63.1%).

Table 2 shows that most of the respondents stated that they were in the category of high job satisfaction of 83.1% and low of 16.9%, high category of organizational commitment of 86.2% and low of 13.8%, high category of work motivation of 85.4% and low of 14.6% and Nurse performance in the good category of 73.8% and 26.2% of not good.

Table 3 shows the relationship between independent variables and dependent variables. Based on the results of the analysis, it can be seen the relationship between job satisfaction variables, organizational commitment, work motivation and nurse performance at I Lagaligo East Luwu Hospital in 2022. The results of bivariate analysis with Pearson correlation test showed that there was a relationship between job satisfaction variables on nurses' work motivation with a p value = 0,000, organizational commitment variables on work motivation with a p value = 0,000, work motivation variables on nurses' performance with a p value = 0,000, job satisfaction variables on nurses' performance

Table 2: Frequency distribution of nurse research variables at I Lagaligo East Luwu hospital in 2022.

Variable	Research Sample	
	N	%
Job Satisfaction		
High	108	83.1
Low	22	16.9
Amount	130	100.0
Organizational Commitment		
Tinggi	112	86.2
Rendah	18	13.8
Jumlah	130	100.0
Work motivation		
High	111	85.4
Low	19	14.6
Amount	130	100.0
Nurse Performance		
Good	96	73.8
Not Good	34	26.2
Amount	130	100.0

Source: Primary Data

Table 3: The relation between job satisfaction and work motivation of nurse at I Lagaligo East Luwu hospital in 2022.

Job satisfaction	Work motivation				Total		p
	Low		High		n	%	
	N	%	N	%			
Low	13	59.1	9	40.9	22	100.0	0.000
High	6	5.6	102	94.6	108	100.0	
Total	19	14.6	111	85.4	130	100.0	

Table 3A: The relations between organizational commitment and nurse work motivation at I Lagaligo East Luwu hospital in 2022.

Organizational Commitment	Work Motivation				Total		p
	Low		High		n	%	
	N	%	n	%			
Low	17	94.4	1	5.6	18	100.0	0.000
High	2	1.8	110	98.2	112	100.0	
Total	19	14.6	111	85.4	130	100.0	

Source: Primary Data

Table 3B: The relations between work motivation and nurse performance at I Lagaligo East Luwu hospital in 2022.

Work motivation	Nurse performance				Total		p
	Low		High		n	%	
	N	%	n	%			
Low	16	84.2	3	15.8	19	100.0	0.000
High	18	16.2	93	83.8	111	100.0	
Total	34	26.2	96	73.8	130	100.0	

Source: Primary Data

Table 3C: The relations between job satisfaction and nurse performance at I Lagaligo East Luwu hospital in 2022.

Job satisfaction	Nurse Performance				Total		p
	Low		High		n	%	
	n	%	n	%			
Low	14	63.6	8	36.4	22	100.0	0.000
High	20	18.5	88	81.5	108	100.0	
Total	34	26.2	96	73.8	130	100.0	

Source: Primary Data

Table 3D: The relations between organizational commitment and nurse performance at I Lagaligo East Luwu hospital in 2022.

Organizational Commitment	Nurse Performance				Total		P
	Low		High		n	%	
	n	%	n	%			
Low	15	83.3	3	16.7	18	100.0	0.000
High	19	17.0	93	83.0	112	100.0	
Total	34	26.2	96	73.8	130	100.0	

Sumber: Data Primer

with a p value = 0,000 and organizational commitment variables on nurses' performance with a p value = 0,000.

Table 4 shows the statistical test used to test the direct effect of the independent variable on the dependent variable.

Job satisfaction variable has a real/significant effect on work motivation with T-values 2,433 > 1,96. he effect of job satisfaction on nurses' work motivation is also positive because it has a path coefficient of 0.264 or in other words, the higher the job satisfaction, the higher the nurses' work motivation.

Organizational commitment variables have a real/significant effect on work motivation with T-values 3,742 > 1,96. The effect of organizational commitment on nurses' work motivation is positive because it has a path coefficient of 0,347 or in other words, the higher the organizational commitment, the higher the nurses' work motivation.

Work motivation variables have a real/significant effect on performance with T-values 2,553 > 1,96. The effect of work motivation on nurse performance is also positive because it has a path coefficient of 0,160 or in other words, the higher the work motivation, the higher the nurse's performance.

Job satisfaction variables have a real/significant effect on performance with T-values 2,510 > 1,96. The effect of job satisfaction on nurse performance is also positive because it has a path coefficient of 0,179 or in other words, the higher the job satisfaction, the higher the nurse's performance.

Organizational commitment variables have a real/significant effect on performance with T-values 2,163 > 1,96. The effect of organizational commitment on nurse performance is also positive because it has a path coefficient of 0,151 or in other words, the higher the organizational commitment, the higher the nurse's performance.

Table 5 shows the statistical test used to test the indirect effect of the independent variable on the dependent variable.

The variable of work motivation as a mediating factor from job satisfaction to performance has T-values of 1,888 < 1,96. This means that job satisfaction does not directly affect performance through work motivation as a mediating factor.

Work motivation variable as a mediating factor from organizational commitment to performance has T-values of 1,911 < 1,96. This means that organizational commitment organizational commitment has no

Table 4: Hypothesis testing results to test the direct effect of independent variable on the dependent variable.

Hypothesis	Variable		coeff. Path	T Value Statistics	P-Value	Conclusion
H1	Job Satisfaction	Motivation	0,264	2,433	0,015	Influential
H2	Organizational Commitment	Motivation	0,347	3,742	0,000	Influential
H3	Motivation	Performance	0,160	2,553	0,011	Influential
H4	Job Satisfaction	Performance	0,179	2,510	0,012	Influential
H5	Organizational Commitment	Performance	0,151	2,163	0,031	influential

Significant if the T statistic value >1.96 Source: Primary Data Year 2022

Table 5: Hypothesis testing results to test the indirect effect of independent variable on the dependent variable.

Variable			coeff. Path	T Value Statistics	P-Value	Conclusion
Job Satisfaction	Motivation	Performance	0,042	1,888	0,059	Not influential
Organizational Commitment	Motivation	Performance	0,056	1,911	0,056	Not influential

Significant if the T statistic value >1.96

direct effect on performance through work motivation as a mediating factor.

In other words, Job Satisfaction and Organizational Commitment have an insignificant effect on nurse performance with work motivation as a mediating factor.

DISCUSSION

Research hypothesis 1 (H1) stated that there is a direct effect of job satisfaction on nurses' work motivation at East Luwu I Lagaligo Hospital. Based on the statistical analysis conducted, it is known that job satisfaction on nurses' performance at East Luwu Lagaligo Hospital is indicated by a significance value of $0,015 < 0,05$ so in this case the alternative hypothesis (H1) is accepted, meaning that the first hypothesis "There is a direct effect of job satisfaction on nurses' work motivation at the East Luwu I Lagaligo Hospital". The findings in this study are in line with the opinion expressed by Saydam dalam Kadarisman (2012: 296) which states bahwa the work situation, work environment conditions, and work performance are the factors that influence work motivation. The results of this study provide suggestions regarding efforts that can be applied to create employee job satisfaction in order to contribute to increasing employee work motivation. The creation of job satisfaction can be done by treating employees fairly in this case giving overtime pay, applying the same rules for all employees (promotion and sanctioning system), giving awards in the form of praise to employees who successfully complete difficult work, and providing timely salaries for contract / honorary staff.¹³

Research hypothesis 2 (H2) stated that there is a direct influence of organizational commitment on nurses' work motivation at East Luwu Lagaligo Hospital. Based on the statistical analysis carried out, it is known that organizational commitment to nurses' work motivation at East Luwu I Lagaligo Hospital is indicated by a significance value of $0,000 < 0,05$ so in this case the alternative hypothesis (H2) is accepted, meaning that the second hypothesis "There is a direct effect of organizational commitment on nurses' work motivation at East Luwu I Lagaligo Hospital". The results of this study are in accordance with research conducted by (Riadi *et al.*, 2022)¹⁴ which states that commitment has a significant effect on employee motivation.¹⁴

Research hypothesis 3 (H3) stated that there is a direct influence of work motivation on nurse performance at East Luwu Lagaligo Hospital. Based on the statistical analysis conducted, it is known that work motivation on nurse performance at East Luwu Lagaligo I Hospital is indicated by a significance value of $0,011 < 0,05$ so in this case the alternative hypothesis (H3) is accepted, meaning that the third hypothesis "There is a direct effect of work motivation on nurse

performance at the East Luwu I Lagaligo Hospital". In addition to job satisfaction factors, motivational factors are the main factors that can affect the achievement of nurse performance. Nurses who have low motivation tend to display feelings of discomfort or displeasure with their work and cause their performance to decline. Lussier and Hendon (2016: 282) explain that motivation is defined as the willingness to achieve organizational goals, and motivation questions how to direct the power and potential of subordinates so that they want to work together productively to achieve and realize predetermined goals.¹⁵ Research conducted by Primanda and Azzuhri (2015: 10); Nurcahyani and Adnyani (2016: 528) concluded that motivation has a positive and significant effect on performance.¹⁶

Research hypothesis 4 (H4) stated that there is a direct effect of job satisfaction on nurse performance at East Luwu I Lagaligo Hospital. Based on the statistical analysis conducted, it is known that job satisfaction on nurse performance at East Luwu I Lagaligo Hospital is indicated by a significance value of $0,012 < 0,05$ so in this case the alternative hypothesis (H4) is accepted, meaning that the fourth hypothesis "There is a direct effect of job satisfaction on nurse performance at the East Luwu I Lagaligo Hospital". According to Wibowo (2019: 141)¹⁷ Satisfied workers do a better job of fulfilling obligations as stated in their job description. The statement explains that positive feelings encourage creativity, improve problem solving and decision making, as well as improve memory and attract certain kinds of information that have an impact on improving the performance of employees. The relationship between job satisfaction and performance is supported by research conducted by Widayati *et al.*, (2020)¹⁸ and Difayoga and Yuniawan, (2015),¹⁹ showing that job satisfaction has a positive and significant effect on employee performance.

Research hypothesis 5 (H5) stated that there is a direct effect of organizational commitment on nurse performance at East Luwu Lagaligo Hospital. Based on the statistical analysis conducted, it is known that organizational commitment to the performance of nurses at the East Luwu Lagaligo I Hospital is indicated by a significance value of $0,031 < 0,05$ so that in this case the alternative hypothesis (H5) is accepted, meaning that the fifth hypothesis "There is a direct effect of organizational commitment on nurse performance at the East Luwu Lagaligo I Hospital". Luthans (2006:250)²⁰ suggests that a positive relationship between organizational commitment and desired outcomes such as high performance, low employee turnover, and low absenteeism. The relationship between organizational commitment to performance is supported by research conducted by Widayati *et al.*, (2020),¹⁸ Muis *et al.*, (2018)²¹ and Damaryanthi and Dewi (2016)²² showing that organizational commitment has a positive and significant effect on performance.

Research hypothesis 6 (H6) stated that there is an indirect effect of job satisfaction and organizational commitment on nurse performance with work motivation as a mediating factor at I Lagaligo East Luwu Hospital. Based on the statistical analysis conducted, it is known that job satisfaction on nurse performance with work motivation as a mediating factor is indicated by a significance value of $0,059 > 0,05$ and organizational commitment to nurse performance with work motivation as a mediating factor is indicated by a significance value of $0,056 > 0,05$ so that in this case the alternative hypothesis (H6) is rejected, H0 is accepted, meaning that the sixth hypothesis "Job Satisfaction and Organizational Commitment have no significant effect on nurse performance with work motivation as a mediating factor". The results of this study are different from the results of research conducted by Andina (2022) which shows that Job Satisfaction on Employee Performance has an indirect effect with Work Motivation as a mediating variable or intermediary variable as evidenced by the T-Statistic value of $2,974 \geq 1,96$. However, in line with the results of research conducted by Isnainy Munawirsyah (2017), with the title of the effect of job satisfaction and work facilities on work motivation and its impact on the performance of non-medical employees at the regional general hospital of the city of Subulussalam, the results showed that from the results of the study there was no effect of job satisfaction on the performance of non-medical employees through work motivation. Furthermore, the results of this study are also different from the results of research conducted by Riadi *et al.*, 2022¹⁴ and Muthit *et al.*, 2020²³ which says that organizational commitment has a significant effect on employee performance through work motivation because all paths have a significant effect.

The results showed that job satisfaction has a positive and significant effect on work motivation ($\beta=0,264$; T statistic= $2,433$). Organizational commitment has a positive and significant effect on work motivation ($\beta= 0,347$; T statistic= $3,742$). Work motivation has a positive and significant effect on performance ($\beta= 0,160$; T statistic= $2,533$). Job satisfaction has a positive and significant effect on performance ($\beta = 0,179$; T statistic= $2,510$). Organizational commitment has a positive and significant effect on performance ($\beta=0,151$; T statistic= $2,163$). Job satisfaction has no direct effect on performance through work motivation as a mediating factor. ($\beta=0,042$; T statistic= $1,888$). Organizational commitment has no direct effect on performance with work motivation as a mediating factor ($\beta= 0,056$; T statistic= $1,911$). This means that the effect of work motivation as a mediating factor of job satisfaction and organizational commitment on nurse performance is not significant at the 5% real level.

CONCLUSIONS AND SUGGESTIONS

The results showed that there was a direct influence between job satisfaction, organizational commitment, and work motivation on nurse performance at East Luwu I Lagaligo Hospital. However, for indirect effects, the results showed that job satisfaction and organizational commitment had an insignificant effect on nurse performance with work motivation as a mediating factor. This means that high and low job satisfaction and organizational commitment to nurse performance are not significantly influenced by work motivation as a mediating factor. It is hoped that the hospital can maintain job satisfaction, organizational commitment and nurse work motivation so that each nurse is willing to provide the best productivity and performance for the realization of improving the quality of nursing services.

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