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# The Effect of Competence, Motivation and Commitment on Nurse Performance

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**Abstract:** This study was conducted with the aim of obtaining various data collected analyzed and interpreted so as to obtain an overview of competence, motivation, commitment and performance and analyze the effect of competence, motivation and commitment on Nurse performance, both simultaneously and partially. The method used is descriptive survey method and explanatory survey. The type of investigation in this study is causality. The unit of analysis was the nurses of RSU Santosa Hospital Bandung Central with a sample of 50 nurses. The time horizon in this study is cross sectional and the analysis method used is frequency distribution and path analysis. The findings of this study are the motivation of nurses at RSU Santosa Hospital Bandung Central is appropriate, the competence of nurses is appropriate; in accordance with the needs, the commitment that has been established is quite good; the performance of nurses has high performance. Competence, motivation and commitment together affect the performance of nurses at Santosa Hospital Bandung Central. However, partially motivation is more dominant in influencing the performance of nurses than competence and commitment.

**Keyword:** Competence, Motivation, Commitment, Performance

## INTRODUCTION

Indonesia as a great nation, continues to strive to *build* itself (*nation in building*) always continues to make improvements in various aspects to achieve the expected goals, although this nation is now experiencing a downturn in various dimensions. However, the existing conditions do not discourage the government from moving forward so that this nation becomes a great nation that is seen in the world political arena. This nation is in a transitional era, so that educational transformation efforts are needed in various aspects in order to catch up with various lags and solve various problems that are very complex and dynamic. In the context of such rapid changes, it is estimated that the development of a nation, especially Indonesia, will be increasingly complex, demanding speed, accuracy of targets or goals and professionalism of the devotion of the perpetrators.

The current reforms are developing a new paradigm in the implementation of

government by accommodating three spirits of governance. The three spirits are: First, the spirit of good government, including adhering to the principles of transparency, participation, and public accountability. Second, the spirit of regional autonomy, with its philosophy is to do the division of labor over authority and encouragement to foster local initiatives. Third, the spirit of community empowerment through setting up a system or process that allows the community to have the ability to be actively, constructively and responsibly involved. Therefore, this government paradigm is decentralized, so it is expected that the development carried out grows and develops from the community, so that the results of development can be enjoyed by the community as a whole. However, currently not all aspects of development are decentralized, such as the fields of religion, law, fiscal and defense and security.

Bernardin and Russel (2013: 397), say that: "Officer performance depends on ability, effort job and opportunity of job able to assess from generated out put of satisfactionof job officer of it self" (Employee performance depends on ability, work effort and work opportunity which can be assessed from the output generated from the employee's own ability). Based on the above statement, it is suspected that low employee performance is caused by the inability of employees to carry out their work. This can be indicated by their low morale, many complaints about their work, and ineffective utilization of working time.

The low performance of nurses at RSU Santosa Hospital Bandung Central was found to be an indicator of problems influenced by low nurse competence, the performance of nurses currently tends to be less than expected. This is seen based on initial observations made by researchers (2022) there are still many work achievements below predetermined standards, as well as work behavior that is still less relevant in work as a public servant as shown in Table 1 below.

**Table 1 Employee Performance Measurement Results in 2022**

| No. | Employee Performance Measures | Employee Percentage | |
|---|---|---|---|
| | | Achievements | Target |
| 1 | Target achievement | 60% | 85% |
| 2 | Time efficiency to do a job | 70% | 90% |
| 3 | Time availability to help coworkers | 67% | 80% |
| 4 | Availability of time to innovate at work | 68% | 95% |
| 5 | Thoroughness of work | 71% | 95% |
| 6 | Neatness of work | 82% | 85% |

Source: Employee Performance Achievement Target of RSU Santosa Hospital Bandung Central (2022).

Based on table 1 above, it can be seen that from the results of measuring the performance of nurses there is still a lot to be improved because of the achievement of targets that are still lacking, the efficiency of time to do a job is also still less than the target, especially in the availability of time to help coworkers is also still lacking. Nurses in doing their duties do not have much time to innovate because they are busy, less thorough in their work and the results of their work are still not neat. So it is felt that nurses still lack performance in carrying out their duties to serve the needs of patients.

Nawawi (2020: 97) states that the performance of human resources is strongly influenced by the competence of the human resources themselves, especially by the level of work ability in carrying out work both obtained from the results of education and training and those sourced from work experience.

The low performance of employees of RSU Santosa Hospital Bandung Central is not only due to competency issues, but also allegedly due to work motivation issues.

Lack of motivation on the part of some nurses to contribute to the achievement of goals is often encountered. The picture emerges because of the high rate of work absenteeism (45%), decreased awareness to comply with applicable regulations (20%), such as morning roll call and others (35%). (Internal Control Annual Report, 2022).

## METHOD

The methods used in this study are in accordance with the expected objectives, namely descriptive and verification methods. The research methods used are descriptive survey method and explanatory survey method. The type of investigation is causality, because the causal relationship between the independent variable and the dependent variable will be tested. The unit of analysis in this study is an individual, namely nurses of Santosa Hospital Bandung Central Hospital. This research is included in the cross-sectional category, namely information from respondents collected directly at the object of research, with the aim of being able to estimate the respondent's opinion on the object of research. The research was conducted with the requisite ethical approval and permission, which was granted under the reference number 10.024.C/KEPK-FKMUMJ/I/2024 by the Ethical Committee of Health Research, Faculty of Public Health, Muhammadiyah University of Jakarta.

### Analysis Design and Hypothesis Testing

Based on the method used in data collection, the variables that have ordinal size are then transformed into interval form using the Method of Siccessive Intervals. To determine competence, motivation, motivation, commitment and performance, the data is processed by analyzing the respondent's attitude towards the questionnaire items to see the results of the respondent's assessment (positive/negative) of the implementation of the variables studied using Likert analysis. To obtain data from qualitative variables (competence, motivation, commitment and performance), each variable is first described into sub-variables and each sub-variable is operationalized into indicators. Each indicator is measured by the size of the answer rating with an ordinal scale. The analysis method used is *cross-sectional analysis.* By using a combination of these analytical methods, comprehensive generalizations can be obtained. As designed in the operationalization of variables from the questionnaire, the value of variables: competence, motivation, commitment, and employee performance on an ordinal scale. By using *closed-end questions,* each item is ranked with five alternative answers. The respondent's answer choice is the answer score value, so the variable value is obtained from the total answer score of each item. Path analysis techniques require data requirements that have a measurement level of at least interval. Therefore, through the *method of successive intervals,* data transformation is carried out. Prepare data pairs of independent and dependent variables from all research samples for hypothesis testing. Meanwhile, to examine the influence between research variables on employee performance, tabulated data is applied to the research approach, namely Path Analysis.

## RESULTS AND DISCUSSION

### Competence of employees of RSU Santosa Hospital Bandung Central

Competence is a reflection of a person's skills, knowledge and abilities or it can also be said to be a characteristic that underlies a person and is related to the effectiveness of individual performance in their work, so below can be revealed about employee competence as measured through motives, personal character (*traits)*, *self-concept*, *knowledge,* and *skills*, namely by measuring the level of employee work ability in applying knowledge, expertise, and skills, The employee's desire to self-actualize, his ability to respond to all situations, speed in responding to all information received, his assessment of the system at RSU Santosa Hospital Bandung Central, his work abilities and skills, ability to complete tasks given by superiors, sense of

responsibility for completing tasks, ability to achieve workachievement targets, readiness to face challenges, his views on the quality of work results, and employee views on efficiency in

completing work.

In general, the Employee Competency variable at RSU Santosa Hospital Bandung Central, can be seen in table 2 below:

**Table 2. Summary of Employee Competency Variables of RSU Santosa Hospital Bandung Central, 2023 (n=50)**

| No. | Indicator | Score | Description |
|---|---|---|---|
| 1. | Application of knowledge, expertise and skills | 204 | Able |
| 2. | Ability to work because you want to self-actualize | 191 | Exactly |
| 3. | Responsive in responding to all situations | 197 | Response |
| 4. | Responsive in responding to all information received | 185 | Fast response |
| 5. | The prevailing value system | 173 | Good as required |
| 6. | Ability and work skills possessed | 193 | As needed |
| 7. | Ability to complete tasks given by superiors | 190 | Can be on time |
| 8. | Responsibility for tasks given | 199 | Large and optimized |
| 9. | Ability to achieve achievement targets | 195 | Able |
| 10. | Readiness to face challenges | 211 | Very serious |
| 11. | Views on quality of work issues | 213 | Very serious |
| | Total | 2151 | |
| | Average Score | 195.5 | |

Source: Recap of SPSS 12.0 Processing Results

Based on table 2 above, the total score of the cumulative value of the employee competency variable reaches 2151. With the highest score being 5 x 11 x 50 = 2750, and the lowest score being 1 x 11 x 50 = 550. This shows that employee competence at RSU Santosa Hospital Bandung Central is quite in accordance with the competencies possessed by employees in terms of motives, personal character, self-concept and knowledge according to employee responses at a good stage. Thus, employee competence is high, but there are several things that need to be considered, namely the applicable value system is sometimes ignored (lack of providing fast service) and less responsive in responding to all information received, so it is better for the Santosa Hospital Bandung Central RSU to improve employee competence both through education, skills and training, so that in the future it will encourage the achievement of high employee performance.

## Work Motivation of Employees of RSU Santosa Hospital Bandung Central

In general, the variable work motivation of employees at Sentral Sentosa Hospital Bandung, can be seen in table 3 below

**Table 3. Summary of employee work motivation variables at RSU Santosa Hospital Bandung Central, 2023 (n=50)**

| No. | Indicator | Score | Ket. |
|---|---|---|---|
| 1. | *Motive* to fulfill economic needs | 208 | Fulfilled |
| 2. | *Motive the* opportunity to develop and achieve personal advancement | 211 | Very easy |

| | | | |
|---|---|---|---|
| 3. | *Motive* to be recognized as a human being and as a tool to carry out work | 211 | Very easy |
| 4. | *Motive* to channel/ utilize one's abilities | 212 | Very easy |
| 5. | Expectations for a good leader | 210 | Highly fulfilled |
| 6. | Expectation of non-discriminatory treatment | 183 | Fulfilled |
| 7. | Expectation of safety and security at work | 201 | Fulfilled |
| 8. | Expectation to be rewarded for achievement | 220 | Very fulfilling |
| 9. | Hope there is no fear of being fired from work | 197 | Fulfilled |
| 10. | The suitability of the salary received is appropriate / in accordance with the work | 203 | As per |
| 11. | Health insurance provided | 169 | Inadequate |
| 12. | Any type of allowance provided | 206 | Help |
| 13 | Bonuses are always given for achievements or important events. | 165 | Rare |
| 14 | Old-age/retirement security policy provided | 184 | As per |
| | Total | 2780 | |
| | Average Score | 198.6 | |

Source: Recap of SPSS 12.0 Processing Results

Based on table 3 above, the total score of the cumulative value of work motivation variables reaches 2780. This shows that the work motivation of employees of RSU Santosa Hospital Bandung Central at this time on average shows that it is in a fairly high state, in the sense that the current working conditions are sufficient to meet their needs in terms of *motives*, *expectations* and *incentives* so that they are sufficiently supportive of employee performance, but there are still some respondents who are less motivated in terms of health insurance provided inadequately and rarely given bonuses, even though there are employees who excel or there are important events. Employee Commitment at RSU Santosa Hospital Bandung Central In general, the commitment of RSU Santosa Hospital Bandung Central employees can be seen in table 4 below.

**Table 4. Summary of commitment of employees of RSU Santosa Hospital Bandung Central, 2023 (n=50)**

| No. | Indicator | Score | Criteria |
|---|---|---|---|
| 1. | Attachment to perform work diligently | 202 | Commit |
| 2. | Attachment to cooperate with other fields | 151 | Committed enough |
| 3. | Attachment to additional duties | 148 | Committed enough |
| 4. | Attachment to remain loyal (dedication) to the organization | 204 | Commit |
| 5. | Attachment to obey (loyal) to the rules to the Organization | 210 | Commit |
| 6. | Attachment to maintain personal integrity within the Organization | 194 | Commit |
| 7. | Belief in the organization's mission | 225 | Commit |
| 8. | Belief in organizational goals | 204 | Commit |
| 9. | Belief in the organization's strategy | 199 | Commit |
| 10. | Confidence in the assigned task | 195 | Commit |
| 11. | Belief in the prospects of the organization | 206 | Commit |
| 12. | Trust in decisions made by leaders | 222 | Commit |

| | | | |
|---|---|---|---|
| 13. | Congruence of organizational values with personal values | 213 | Commit |
| 14. | Congruence of expectations with organizational expectations | 155 | Committed enough |
| 15. | Ability match with task difficulty | 152 | Committed enough |
| | Total | 2880 | |
| | Average Score | 192 | |

Source: Recap of SPSS 12.0 Processing Results

Based on table 4 above, the cumulative score of the commitment variable reaches 3046. With the highest score being 5 x 15 x 50 = 3750, and the lowest score being 1 x 15 x 50 = 750. This shows that the commitment of RSU Santosa Hospital Bandung Central employees is committed to their work, this can be seen from the completion of the work they do quite well, have a willingness to develop achievements, and are appropriate in working in groups / teams, but there are new things to note, namely the lack of attachment to collaborating with other fields, the mismatch of expectations with organizational expectations, and the mismatch of abilities with the difficulty of the task.

**Employee Performance of RSU Santosa Hospital Bandung Central**

In general, the performance of RSU Santosa Hospital Bandung Central employees can be seen in table 5 below.

**Table 5. Summary of employee performance variables at RSU Santosa Hospital Bandung Central, 2023 (n=50)**

| No. | Indicator | Score | Description |
|---|---|---|---|
| 1. | Number of jobs successfully performed/completed this yea by employees | 175 | Achieved |
| 2. | Time efficiency to do a job | 181 | Efficient |
| 3. | Time availability to help coworkers | 180 | Available |
| 4. | Availability of time to innovate at work | 168 | Less available |
| 5. | Thoroughness in carrying out work | 175 | Research |
| 6. | Neatness of the results of the work carried out at this time | 183 | Tidy |
| 7. | Employee relationship with fellow employees / colleagues | 182 | Exactly |
| 8. | Frequency of maintenance of work equipment that is carried out at this time | 162 | Sometimes |
| 9. | Discipline in doing work | 188 | Discipline |
| 10. | Willing to work based on existing regulations | 206 | Willing |
| 11. | Punished if mistakes are made on the job | 188 | Willing |
| 12. | Current work standards | 194 | Knowing |
| 13. | How to measure performance | 174 | Knowing |
| 14. | Dare to face the truth | 208 | Brave |
| | Total | 2564 | |
| | Average Score | 183 | |

Source: Recap of SPSS 12.0 Processing Results

Based on table 4.62 above, the total score of the cumulative value of work performance variables reaches 2564. With the highest score being 5 x 14 x 50 = 3500, and the lowest score being 1 x 14 x 50 = 700. This shows that the employees of RSU Santosa Hospital Bandung Central have high performance and even some employees have very high performance, but there are several things that need to be considered by the leadership regarding lack of innovation in work, monotonous creativity, innovation is not visible, and lack of innovation in creating

competitive and comparative advantages in completing tasks and lack of cooperation with fellow coworkers to complete work and the frequency of maintenance of work equipment carried out is currently very lacking, according to the opinion of Mangkunegara (2005: 67), which states that what is called performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

**The influence of competence, motivation and commitment on the performance of employees of RSU Santosa Hospital Bandung Central.**

To reveal the effect of a variable or a set of variables on other variables, *Path Analysis* can be used. In this path analysis, the magnitude of the influence of a variable on other variables, both direct and indirect, can be known. Before making a decision regarding the magnitude of the influence of a variable on other variables, hypothesis testing is first carried out, either overall or individual testing.

To find out whether the independent variables, namely the effect of competence, motivation and commitment on employee performance at RSU Santosa Hospital Bandung Central, are carried out using *path* analysis and the software used is SPSS release 12. The steps taken are to calculate the correlation between variables, so that it is obtained as table 6 below.

**Table 6. Correlation matrix between variables**
**Correlations**

| | COMPETENCY | MOTIVATION | COMMITMENT |
|---|---|---|---|
| COMPETENCYPearson Correlation | 1 | .314 | .597 ** |
| Sig. (2-tailed) | . | .080 | .000 |
| N | 50 | 50 | 50 |
| MOTIVASIPearson Correlation | .314 | 1 | .108 |
| Sig. (2-tailed) | .080 | . | .558 |
| N | 50 | 50 | 50 |
| COMMITMENTPearson Correlation | .597 ** | .108 | 1 |
| Sig. (2-tailed) | .000 | .558 | . |
| N | 50 | 50 | 50 |

Correlation is significant at the 0.01 level (2-tailed).
*Source*: SPSS output results

Based on the table above, it is a correlation matrix between variables that shows the magnitude of the relationship between fellow variables, both dependent and independent. The proportion for the path diagram is two independent variables ($X_1$, $X_2$ and $X_3$) that have a relationship between variables, and each independent variable (X), as well as the collerational relationship of the outside variables (X, $X_2$ and $X_3$) residues to the independent variable (Y). The steps to calculate *path* analysis are as follows:

$$PYxi = \sum_{j=1}^{k} CRij\, ryx_j \qquad I = 1,2$$

And the overall effect of $X_1$ to $X_3$

$$R^2 = \sum_{p}^{k} r = 0.576$$

YX1 $X$ 2 ... $X$ 7 YXi

While the path coefficient of other variables outside the variables $X_1$ to $X_3$ is determined through :

$$p_{Y1\square 1} = \sqrt{1 - R_{YX1X2}}$$

= 0.651

This means that the effect of variables $X_1$, $X_2$ and $X_3$ together on variable Y is 0.576 or 57.6% of variables $X_1$, $X_2$ and $X_3$ together affect Y, and the remaining 0.424 or 42.4% is influenced by other variables not included in the study.

Based on the theoretical framework that there is a positive influence between competence, motivation and commitment on employee performance, then we will test the overall hypothesis in the following form:

1) Simultaneous Hypothesis Testing

To determine whether the independent variables, namely competence ($X_1$), motivation ($X_2$) and commitment ($X_3$) simultaneously affect the performance (Y) of Sentral Sentosa Bandung Hospital employees.Hypothesis testing is done through the F test statistics, with the provisions of accept Ho if $F_{count} < F_{table}$ and reject Ho if $F_{count} > F_{table}$. From the calculation using *SPSS* software, the following results were obtained:

**Table 7. Simultaneous Testing**
**ANOVAb**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 279.819 | 3 | 93.273 | 12.674 | .000 a |
| | Residuals | 206.064 | 47 | 7.359 | | |
| | Total | 485.883 | 49 | | | |

Source: calculation results through SPSS

a. Predictors: (Constant), COMMITMENT, MOTIVATION, COMPETENCY
b. Dependent Variable: PERFORMANCE

*Source: calculation results through SPSS*

Based on the results of these calculations, it turns out that the $F_{count\ of}$ 12.674 is greater than the $t_{table}$ 2.84 (Fo> F□ : (k,n-k-1) (12.674 > 2.84), so the hypothesis is accepted or H0 is rejected. This means that *individual testing with hypotheses can continue*, namely:

2) Hypothesis Testing Individually

Individual testing is carried out when simultaneous testing rejects the null hypothesis, meaning that there is at least one path coefficient that is not equal to zero. This test is used to determine or test the effect of each independent variable whether individually significant or not.

By using the t distribution table obtained: (SPSS results according to the attachment). $t_{0.95\ (50-2-1)} = t_{tabel} = 1.68$

**Table 8. Hypothesis testing X1, X2 and X3 on Y**

| Path Coefficient | thitung | ttable | Conclusion | |
|---|---|---|---|---|
| PYX1 | 0.329 | 2.038 | 1.68 | Ho reject<br>Available at influence of competence on performance |
| PYX2 | 0.345 | 2.649 | 1.68 | Ho reject<br>There is an effect of motivation on performance |
| PYX3 | 0.342 | 2.220 | 1.68 | Ho reject<br>Located at influence of commitment to performance |

*Source*: calculation result

Based on the results of the calculation of the path coefficient value of the variables ($X_1$), ($X_2$) and ($X_3$) on (Y), which were obtained using the SPSS releasse 12 for windows program, thus in accordance with the decision rules, that the $t_{count}$ prices fall in the $H_0$ *rejected* area, meaning that the path coefficient is *significant*, so that the path coefficient is *significant.*

The path diagram has not changed. Conceptually, it can be explained that all aspects of competence and aspects of motivation and aspects of commitment have a positive effect on employee performance. Furthermore, the meaning (significance) of the correlation coefficient between variables $X_1$, $X_2$ and $X_3$ will be tested with the following hypothesis:
With the following test statistics

$$t = \frac{r}{\sigma_2} \qquad \delta\alpha\nu\sigma = \frac{1}{\sqrt{n-3}}$$

Reject $H_o$ if tcount> $t_{(1-\alpha/2;n-k-1)}$ using the distribution t table obtained (according to the attachment of SPSS Release 12)

**Table 9. Testing Correlation between X variables**

| Correlation Coefficient | Test t | t table | Conclusion | |
|---|---|---|---|---|
| rx1x2 | 0.314 | 1.699 | 1.68 | Ho reject |
| rx1x3 | 0.597 | 3.215 | 1.68 | Ho reject |
| rx2x3 | 0.108 | 0.582 | 1.68 | Ho accept |

*Source*: SPSS output results

From testing the correlation between variable X, it turns out that tcount> ttable, then H0 is rejected, meaning that there is a direct relationship between the variables of competence, motivation and commitment in full the diagram of the causal relationship between variables X1 and X2 to Y is as follows:

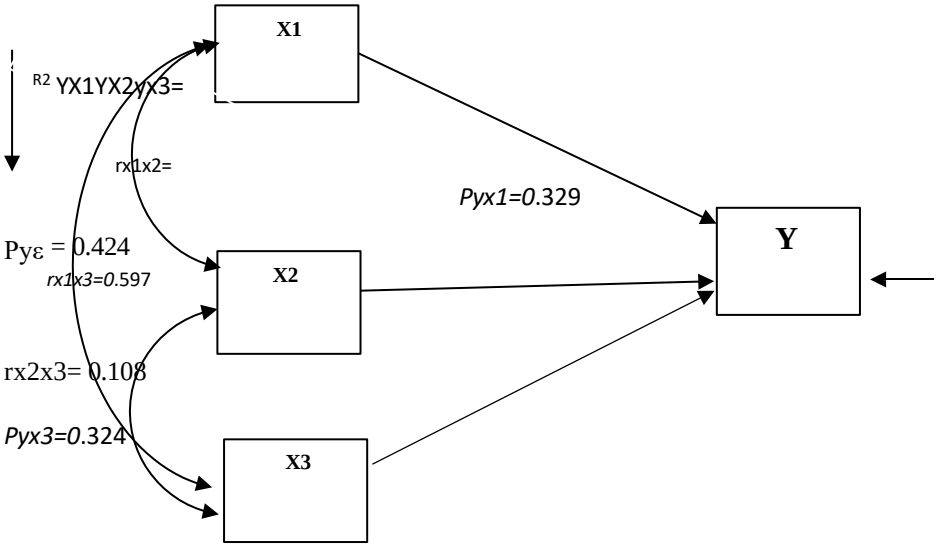



**Figure 1 Diagram Structure Between Competence, Motivation and Commitment with Performance**

From the structural picture of the relationship between variables with the parameter values of the structure above, the effect of the cause variable to the variable, the effect of competence, motivation and commitment on the performance of employees of RSU Santosa Hospital Bandung Central is:

**Table 10. The Influence of Variables X1, X2 and X3 to Y and the Influence Beyond Variables X1, X2 and X3 and Y**

| **Interpretation Analysis** | **Path** | |
|---|---|---|
| **Description** | **Influence** | **%** |
| Effect of $X_1$, $X_2$, $X_3$ to Y | 0.576 | 57.6 |
| Influence Beyond $X_1$, $X_2$, $X_3$ and Y | 0.424 | 42.4 |
| **Total** | | 100 |

*Source: Statistical Processing Results SPSS Program*

From the test results it can be seen that competence, motivation and commitment together affect performance, namely 57.6%, while the remaining 42.4% is influenced by other factors not examined by the author, namely work culture, work environment, work discipline, compensation, work attitude and work climate which require further research. However, when viewed partially, motivation is more dominant in influencing performance than competence and commitment. This can be understood because each indicator of competence, motivation and commitment is used as an aspect of performance measurement.

Based on the results of the above calculations, it can be revealed that the effect of competence on employee performance, both directly and indirectly at RSU Santosa Hospital Bandung Central can be seen in table 11 below:

**Table 11. Direct and indirect effects of competence on performance**

| **Interpretation of Path Analysis** | | | |
|---|---|---|---|
| **Ket** | | **Influence** | **%** |
| $X_1$ | Direct effect to Y | 0.108 | 10.8 |
| | Indirect effect through $X_2$ to Y | 0.036 | 3.6 |
| | Indirect effect through $X_3$ to Y | 0.067 | 6.7 |
| **Total** | | 0.211 | 21.1 |

*Source: Statistical Processing Results SPSS Program*

From the table above, it can be seen that the contribution of competence to performance directly amounted $_{to}$ 10.8% with a $_{tcount}$ coefficient of 2.038, while for the ttable value at the significance level α ($_{0.05}$) = 1.68, because the value of tcount> $_{ttable}$, and indirectly through the motivation variable of 3.6% and indirectly through the commitment variable of 6.7%. While the contribution of competence to overall performance reaches 21.1%, where the better the competence carried out will result in improved performance. While the contribution of competence to overall performance reaches 21.1%, where the better the competence performed will result in improved performance. This picture has also answered the hypothesis that competence partially affects performance.

Likewise, the results of the above calculations, it can be revealed that the effect of motivation on employee performance at RSU Santosa Hospital Bandung Central, both directly and indirectly can be seen in table 12 below:

**Table 12. Direct and indirect effects of motivation on performance**

| **Interpretation of Path Analysis** | | | |
|---|---|---|---|
| **Ket** | | **Influence** | **%** |
| $X_2$ | Direct effect to Y | 0.119 | 11.9 |
| | Indirect effect through $X_1$ to Y | 0.036 | 3.6 |
| | Indirect effect through $X_3$ to Y | 0.013 | 1.3 |
| **Total** | | 0.168 | 16.8 |

*Source: Statistical Processing Results SPSS Program*

From the table above, it can be seen that the contribution of motivation to performance directly amounted to 11.9%, with a $_{tcount}$ coefficient of 2.649, while for the ttable value at the significance level α (0.05) = 1.68, because the value of tcount> $_{ttable}$, and indirectly through the competency variable of 3.6% and indirectly through the commitment variable of 1.3%. While the contribution of motivation to overall performance reaches 16.8%, where these conditions indicate that the motivation variable is very strong or very closely influences performance. While the contribution of motivation to overall performance reaches 16.8%, where these conditions indicate that the motivation variable is very strong or very closely influences performance. So the more appropriate the input of motivation will provide a positive correlation in improving performance. This picture has partially answered the hypothesis of this study, that partially motivation affects performance.

Likewise, the results of the above calculations, it can be revealed that the effect of commitment

on employee performance at RSU Santosa Hospital Bandung Central, both directly and indirectly can be seen in table 13 below:

**Table 13. Direct and indirect effects of commitment on performance**

| **Interpretation of Path Analysis** | | | |
|---|---|---|---|
| **Ket** | | **Influence** | **%** |
| **X3** | Direct effect to Y | 0.117 | 11.7 |
| | Indirect effect through X1 to Y | 0.067 | 6.7 |
| | Indirect effect through X2 to Y | 0.013 | 1.3 |
| **Total** | | 0.197 | 19.7 |

Source: Statistical Processing Results SPSS Program

From the table above, it can be seen that the contribution of commitment to performance directly amounted $_{to}$ 11.7%, with a $_{tcount}$ coefficient of 2.220, while for the ttable value at the significance level α (0.05) = 1.68, because the value of tcount> $_{ttable}$, and indirectly through the competency variable of 6.7% and indirectly through the motivation variable of 1.3%. Meanwhile, the contribution of commitment to performance as a whole reached 19.7%, where these conditions indicate that the commitment variable is very strong or very close in its influence on performance achievement. While the contribution of commitment to overall performance reached 19.7%, where these conditions indicate that the commitment variable is very strong or very closely influences the achievement of performance. So the more appropriate the commitment input given will provide a positive correlation in improving performance. This picture has partially answered the hypothesis of this study, that partially commitment has an effect on performance.

Based on the results of simultaneous calculations, it shows that competence, motivation and commitment affect performance achievement. This can be understood because competence, motivation and commitment influence each other in contributing to performance achievement with the position of the more dominant aspects of motivation while competence and commitment are highly dependent on simultaneous efforts with motivation. This picture has also answered the research hypothesis as a whole, namely competence, motivation and commitment both partially and simultaneously affect the performance of employees of RSU Santosa Hospital Bandung Central

## CONCLUSION

Employee competence at RSU Santosa Hospital Bandung Central is generally considered quite in accordance with the competencies possessed by employees in terms of motives, personal character, self-concept and knowledge according to employee responses at a good stage. Thus, employee competence is high, but there are several things that need to be considered, namely the applicable value system is sometimes ignored (lack of providing fast service) and is less responsive in responding to all information received, so it is better for the RSU Santosa Hospital Bandung Central to improve employee competence both through education, skills and training. The motivation of employees of RSU Santosa Hospital Bandung Central at this time on average shows that it is in a fairly high state, in the sense that the current working conditions are sufficient to meet their needs in terms of *motives*, *expectations* and *incentives* so that they are sufficiently supportive of employee performance, but there are still some respondents who are less motivated in terms of health insurance provided inadequately

and rarely given bonuses, even though there are employees who excel or there are important events.

The commitment of the employees of RSU Santosa Hospital Bandung Central is committed to their work, this can be seen from the completion of the work they do quite well, have the ability to develop achievements, and are appropriate in working in groups / teams, but there are things to be considered, namely the lack of attachment to establish cooperation with other fields, the mismatch of expectations with organizational expectations, and the mismatch of abilities with the difficulty of the task. Employees of RSU Santosa Hospital Bandung Central have high performance and even some employees have very high performance, but there are several things that need to be considered by the leadership regarding the monotony of creativity, innovation is not visible, and lack of innovation in creating competitive and comparative advantages in completing tasks and lack of cooperation with fellow coworkers to complete work and the frequency of maintenance of work equipment carried out is currently very lacking. Competence, motivation and commitment simultaneously affect the performance of employees of RSU Santosa Hospital Bandung Central. But partially motivation is more dominant in influencing performance than competence and commitment. And partially, the effect of competence, motivation and commitment on performance is as follows:

a. Competence affects employee performance, so that if the competence of employees is in accordance with their competence, employee performance will also increase.

b. Work motivation affects employee performance, so the higher the employee's work motivation, the higher the performance will be.

Commitment affects employee performance, the higher the employee's commitment to the organization, the more employee performance increases.

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