

# THE INFLUENCE OF COLLEGIAL COMMUNICATIONS ON ORGANIZATIONAL COMMITMENTS AND ITS IMPLICATIONS ON NURSE PERFORMANCE THE REGIONAL PUBLIC HOSPITAL OF DR. SOEKARDJO, TASIKMALAYA

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**Abstract:** *The purpose of this study was to determine and analyze the influence of collegial communication on organizational commitment and the implications for the performance of nurses at the Regional General Hospital dr. Soekardjo City of Tasikmalaya. The method used in this research is a descriptive, explanatory method. The population in this study were nurses at the Regional General Hospital dr. Soekardjo Kota Tasikmalaya with a total of 271. The sampling technique used proportionate random sampling. The number of samples used in this study was 76 people. The results showed that collegial communication with nurses at RSUD Dr. Soekardjo City of Tasikmalaya is excellent. Organizational commitment to nurses at Dr. Soekardjo City of Tasikmalaya is in a relatively good category. The performance of nurses in Dr. Soekardjo Kota Tasikmalaya is in a suitable type. There is an influence of collegial communication on organizational commitment and its implications for nurses' understanding at Dr. Soekardjo City of Tasikmalaya. Thus, Dr. Soekardjo needed to improve internal communication, especially in the vertical communication between subordinates and superiors. Improvement can be in the form of conducting regular meetings (meetings).*

**Keywords:** *collegial communication, organizational commitment, nurse performance.*

## INTRODUCTION

Regional General Hospital dr. Soekardjo Kota Tasikmalaya is a health service institution that organizes complete individual health service activities by prioritizing treatment and recovery without neglecting health improvement and disease prevention carried out through the provision of medical services, medical and non-medical support, nursing services and care, referral services, and emergency services emergency (emergency)(Naylor & Kurtzman, 2010).

In carrying out the hospital's primary duties, so that it functions by the common objectives, one must prove it by the existence of a document containing a description of the realization of the Performance Accountability of Government Agencies, which is compiled and submitted systematically. Performance Accountability of Government Agencies is a manifestation of a government agency's obligation to be accountable for the success and failure of the organization's mission in achieving the goals and objectives that have been set through the periodic accountability system. (Simpson, 2009).

Based on the Performance Report of Government Agencies (LKIP), RSUD dr. Soekardjo 2017, the assessment results from the inspectorate of the City of Tasikmalaya show the value of AKIP at dr. Soekardjo in 2016 amounted to 27.14%. This indicates work planning, performance

measurement, performance reporting, internal evaluation, and performance achievements of the Regional General Hospital dr. Soekardjo City of Tasikmalaya has not been maximized, so the percentage value of performance appraisal is low. Whereas for 2017, the AKIP assessment of the Regional General Hospital dr. Soekardjo Kota Tasikmalaya has the criteria for No Audited (not assessed). This is because the inspectorate did not assess the 2017 AKIP. Meanwhile, in 2017 the results of the Community Satisfaction Index survey on public services at dr. Soekardjo showed that the service quality category was Good with an index value of 75.78. (Robby, 2017).

In addition to the data above, based on the initial assessment conducted by researchers on the community, data was obtained from residents complaining that the services of the Regional General Hospital (RSUD) Dr. Soekardjo Kota Tasikmalaya were not good. Many factors cause low organizational performance at the hospital. Cowin Leanne S. and Sandy C. Eagar (2013) concluded that (1) externalization and internalization of nursing team communication breakdowns, (2) the importance of collegiality for nurse retention, and (3) loss of respect and courtesy throughout the workplace. Health. This clear division between nurses' hierarchies is evident in how team nurse communication is communicated and managed. Open, respectful, and collegial communication is essential in a dynamic and complex health environment.

(Zeffane et al., 2011) stated that communication effectiveness between management and employees, commitment and pride in working for the company, and trust are significantly related. According to (Zeffane et al., 2011), The research results indicate the importance of effective communication in organizations about organizational trust and commitment. In particular, research shows that trust and loyalty don't just happen; they are forged and nurtured through effective communication.

Likewise, according to (Kónya et al., 2015), The results of his research stated that leader-member communication and organizational commitment have positive connectivity in the hospital environment. It was also revealed that leader-member communication and value commitment have a much healthier relationship than leader-member communication and commitment to endurance.

Based on the research background description above, several problems can be identified as follows: 1). The performance of the Regional General Hospital dr. Soekardjo City of Tasikmalaya, which is still low, is based on (Robby, 2017). The performance of the nurses at the Regional General Hospital dr. Soekardjo Kota Tasikmalaya, which is still low, is indicated based on residents' complaints about unsatisfactory services, 3). The performance of the nurses at the Regional General Hospital dr. Soekardjo, Tasikmalaya City, which is still low, is indicated also based on the results of the researcher's initial survey data which showed that the performance of nurses is generally still relatively low, especially on several indicators of the quality of work of nurses, the responsibility of officers in providing services, the fairness of costs to get benefits, ease of procedures. Service, politeness, and friendliness of officers in delivering services, the accuracy of implementation of service time schedules, service speed, 4). The performance of the nurses at the Regional General Hospital dr.

Based on identifying the problems above, the researcher can formulate the issues in this study: 1). How significant is the influence of collegial communication on organizational commitment at the Regional General Hospital dr. Soekardjo City of Tasikmalaya, 2). How significant is the result of collegial communication on nurses' performance at the Regional General Hospital dr. Soekardjo City of Tasikmalaya, and 3). How significant is the influence of organizational commitment on nurses' performance at the Regional General Hospital dr. Soekardjo City of Tasikmalaya

## **LITERATURE REVIEW**

### **Nurse Performance**

According to Afshan (Sultana et al., 2013), "performance can be defined as the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost, and speed." Performance can be defined as achieving a specific task measured against a predetermined or identified standard of accuracy, completeness, cost, and speed. According to (Prasetya & Kato, 2011), "performance is defined as the attained outcome of actions with the skills of employees who perform in some situation." Performance is defined as the results achieved from actions with the skills the employees perform in several situations.

(Zainal et al., 2016) states that performance is a function of motivation and ability. To complete a task or job, someone should have a certain degree of knowledge. Someone's skills are not sufficient to do something without a clear understanding of what to do and how to do it. Performance is a tangible behavior displayed by everyone, as employees produce work performance by their roles and responsibilities. Employee performance is significant in the company's efforts to achieve its goals.

### **Performance assessment**

(NMBA, 2016) suggests that employee performance appraisal has traditionally focused on an employee's characteristics, such as intelligence, decision-making ability, creativity, and the ability to get along with others. From this opinion, in traditional employee performance appraisal systems, management generally focuses on individual employees' characteristics and attitudes so that they ignore the elements of individual employee performance.

Then some opinions emphasize the performance appraisal on the quality and quantity of the product produced. According to Mainer in (McGuire & Kennerly, 2006), the assessment of performance includes quality, quantity, time used, a position he holds, attendance, and safety in carrying out his job duties. Meanwhile, Mitchel (Prasetya & Kato, 2011) states that performance appraisal includes:

- 1) Quality of work
- 2) Promptness (Punctuality)
- 3) Initiative (Initiative in completing tasks)
- 4) Capability (The ability to complete a task)
- 5) Communication (Ability to collaborate with other parties)

However, not all types of work can be seen from the results quantitatively, so that measurement with performance results will produce inaccurate data. For example, a receptionist cannot measure his performance from the number of guests who come, but his performance can be assessed from his ability. Serve these guests. For that, the selection of performance appraisals must be adjusted to the type of work being done Giffin and Patton in Budyatna, Muhdone by rated employees. Management must be able to create assessment elements that are closer to the truth of each job done.

### **Communication**

(Thayer, 2019) defines communication as a process that includes the delivery and reception of messages. (Pooley & Park, 2013), communication is a mental process where the source and receiver interact and exchange ideas, knowledge, experiences, and feelings, transmitting through appropriate codes, messages, and channels.

(Wright et al., 2018) emphasized that communication must also be understood. Therefore communication must include both, namely delivery and understanding of meaning. Communication is an essential element in organizational life, both in terms of administrative and management processes as well as the involvement of all parties in an organization (Thayer, 2019)

### **Collegiate**

Colleagues are defined using terms such as community, respect, values and work, concern for co-workers, highly valued interactions, and feelings of belonging (Gappa et al., 2005). The social, friendly, and collaborative connections required by culture and organizations are critical elements for a genuinely collegial environment. The absence of characteristics and feelings of isolation from peers are potential signs of a collegial environment (Gappa et al., 2005). The collegial climate is described as having a sense of community. Interaction is formal and reciprocal, and support is social and intellectual. The quality of support is high. On the other hand, less collegial units are shown to lack community, lack of cooperation, not collaboration, less social interaction, and less mutuality among members (Zhai & Du, 2020). Norman, Ambrose, and Huston (2006: 356) state a lack of collegiality, which they use to include incivility in units, fractured communities, lack of information sharing and collaboration, and aloofness on the part of some organizations.

Collegiate ethics is a set of rules of conduct adhered to by a group that actively supports colleagues (colleagues) both in ordinary situations and in difficult times (O. Job et al., 2011). Support means providing assistance and approval to encourage and help others. Collegiality is often associated with being cooperative, pleasant, and ready to help. A more precise definition of collegiality would

include sharing strength and authority among co-workers and collaborative interactions among co-workers. According to (O. Job et al., 2011), Expertise in collegial ethics consists of using the golden rule, supporting communication, conflict resolution, and developing courage in action.

### **Collegiate Communication**

Collegiate communication is defined as the exchange of ideas between administrators and employees by a company or agency that causes the realization of the company or service complete with its distinctive structure (organization) and the exchange of ideas horizontally and vertically within the company or agency that causes work to take place (Kroshus et al., 2017). Collegiate communication is the process of delivering messages that take place between members of the organization, can take place between leaders and subordinates, leaders with leaders and associates and assistants (Kroshus et al., 2017). Kcollegial communication is a positive relationship between colleagues that promotes collaboration, fun, and appreciation (Duddle & Boughton, 2009). Meanwhile, another opinion says that internal or internal communication is a communication sent to an organization's members. In other words, internal communication or internal recipients of messages are people in the organization (Schoeneborn, 2011).

### **Organizational Commitment**

According to Sheldon (Sarhan et al., 2020) define the commitment "An attitude or an orientation toward the organization that links or attaches the person's identity to the organization." Loyalty is an attitude or orientation towards the organization which attaches itself based on identity. In this context, commitment is seen as an attitude of a person who connects himself to the organization with all its characteristics. So that commitment is understood as an ethic that must exist for everyone who attaches himself to the organization, which is called faithfully.

(Phillips-Cremins et al., 2013) argue, "The degree to which employees believe in and accept organizational goals and desire to remain with the organization." Organizational commitment is the level of trust and acceptance of workers towards organizational goals and desires to remain in the organization.

## **METHODOLOGY**

The method used in this research is a descriptive, evaluative method to obtain a description of collegial communication, organizational commitment, and nurse performance, and knowing the relationship (influence) between variables through hypothesis testing from the results of data collection in the field. Furthermore, generalization is carried out based on the test results of the sample.

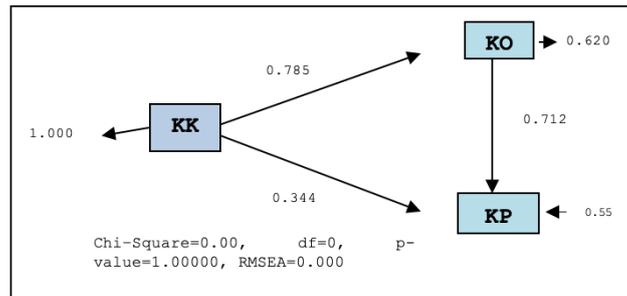
The population is a generalization area consisting of objects/subjects with specific qualities and characteristics determined by the researcher to study and then draw conclusions. (Sugiyono, 2013). The population in this study were nurses at the Regional General Hospital dr. Soekardjo City of Tasikmalaya with a total of 315(Robby, 2017). In contrast, the sample uses the probability sampling method used in sampling is cluster sampling technique with a total sample of 76 nurses.

The analysis technique in this research is using descriptive analysis and path analysis. The model in this study is a structural equation model that requires simultaneous testing.

## **RESULTS AND DISCUSSION**

### **The Influence of Collegiate Communication on Organizational Commitment and Its Implications on Nurse Performance in Dr. Soekardjo City of Tasikmalaya**

Data testing results on collegial communication variables, organizational commitment, and nurse performance using the SPSS v. 25.0, note that the model used in this study is right or by the data obtained. The influence of the variables X, Y, and Z in the structural model can be described as follows:



**Picture 1: Path Coefficients X against Y and Z**

Information:

- KK : Collegiate Communication
- KO : Organizational Commitment
- KP : Nurse Performance

The meaning of the above equation is:

$b_0 = 0.785$ : Collegiate communication has a positive value of 0.785, meaning that if collegial communication is perceived to be getting better, collegial communication will make a positive contribution to nursing performance by 0.785.

Collegiate communication is horizontal communication, where colleagues who are one part or different parts are still related together work hand in hand and help achieve organizational goals. The communication dimension is adapted from (Shah et al., 2019), which includes the perception of communication, the accuracy of contact, the credibility of communicators, control in conflict, and harmony among communicators.

The results of this study are in line with the research of (Zeffane et al., 2011), which concluded that the results of the correlation analysis show that the perceived effectiveness of communication between management and employees, commitment & pride in working for the company, and trust are significantly related. The results show the importance of effective communication in organizations about organizational trust and loyalty. In particular, research shows that trust and commitment don't just happen; they are forged and nurtured through effective communication. Likewise, the study results (Kónya et al., 2015) concluded that communication and commitment of leader-member organizations have positive connectivity in the hospital environment. It was also revealed that leader-member communication and value commitment have a much healthier relationship than leader-member communication and commitment to endurance.

$b_1 = 0.344$ : Collegiate communication has a positive value of 0.344, meaning that if collegial communication is perceived to be getting better, collegial communication will make a positive contribution to nursing performance by 0.344.

This study's results are in line with the research of (Blaschke et al., 2014), which states that collegial organizational behavior on job productivity has a significant effect with a p-value of 0.000 and a relationship value of 0.693. The most dominant indicator is self-actualization (0.632). The low indicator is a partnership of 0.407. Researchers use the regression model to predict collegial organizations' level of behavior with work productivity in the future (Maselena et al., 2019). This is because the Standard Error of Estimate (SEE) value is smaller than the standard deviation value Std. Deviation. The Standard Error of Estimate (SEE) value is 8.13440, and the standard deviation value is Std. Deviation of 11.18674

Organizational behavior is concerned with how an employee works and behaves in an agency or organization. The action in the organization is coordinated with the management imposed by the government. Employee behavior in working to achieve goals. The achievement of targets in work raises work productivity in the organization. Working in an organization requires relationship and cooperation like friendship. Collegiate organizational behavior is a team concept that has a common goal. Collegiate organizational behavior is divided into several indicators of partnership, teamwork, responsibility, self-discipline, self-realization, moderate enthusiasm.

b3 = 0.712: Organizational commitment has a positive value of 0.712, meaning that if the organizational commitment is perceived to be getting better, then organizational commitment will make a positive contribution to nursing performance by 0.712

This study's results are in line with (Sias 2005), who states that organizational commitment has a positive and significant effect on employee performance at the Pekanbaru Area State Electricity Company. Employees have a strong corporate responsibility and high performance. The company's goals, vision, and mission can be achieved according to its targets.

Organizational commitment has a positive influence on employee performance as before. In other words, employees with high organizational commitment will perform better. Of the two dimensions of organizational commitment, only useful dedication and normative commitment positively correlate with employee performance. Meanwhile, continuation commitment has a negative relationship. The affective commitment was found to have a stronger positive connection with employee performance.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

Based on the research results regarding the influence of collegial communication on organizational commitment and its implications for the performance of nurses at Dr. Soekardjo City of Tasikmalaya can be concluded as follows. 1). There is an influence of collegial communication on nurses' organizational commitment at Dr. Soekardjo City of Tasikmalaya, 2). There is an influence of collegial communication on nurses' performance at General Hospital Dr. Soekardjo City of Tasikmalaya, 3). There is an influence of organizational commitment on nurses' performance at General Hospital Dr. Soekardjo City of Tasikmalaya, and 4). There is an influence of collegial communication on organizational commitment and its implications for nurses' understanding at Dr. Soekardjo City of Tasikmalaya.

### Recommendation

RSUD Dr. Soekardjo needed to improve internal communication, especially in the vertical communication between subordinates and superiors. Improvement can be in the form of conducting regular meetings (meetings). The forum can provide a question and answer session and exchange of opinions for a longer time. It can also socialize the latest memos or regulations to improve communication between superiors and subordinates. It is also suggested that the hospital staff increase the socialization of work procedures by providing direct simulations. This is expected to increase the clarity of the explanation of work procedures rather than merely using words.

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