

Working Motivation and Reward System Influenced Nurses' Perception of Performance Mediated by Organizational Commitment

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Abstract

Introduction: Working motivation and reward system are influence factors on nurses' perception on working performance. **Objective:** The study aimed to examine the effect of working motivation and reward system on perception of nurse performance mediated organizational commitment. **Method:** A quantitative with causality explanatory was applied in this study. Sixty eight nurses were involved in this study. We analyze the data using the path analysis. **Results:** The results found that there is a significant effect between working motivation and reward system on perception of nurse performance mediated with organizational commitment at Tamumajaya Hospital. **Conclusion:** In conclusion showed that working motivation and reward system influenced the perception of nurses performance. **Implication:** The implication of this study showed that the optimal nursing care Could be achieved when the nurses have optimal performance.

Keywords: working motivation, reward system, perception of nurses' performance, organizational commitment



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INTRODUCTION

Hospital is an organization that through organized professional medical personnel and permanent medical facilities provides medical services, continuous care, diagnosis and treatment of patients.

The existence of human resources in an organization plays a very important role. The workforce has great potential to carry out organizational activities. The potential of every human resource in the organization must be utilized as well as possible so that it is able to provide optimal output. One of the ways that organizations do to produce optimal output is to provide job satisfaction to all existing workers, so that it can be an individual motivation in improving their performance.

Nurses are experts who have strategic roles and positions in health services, where direct patient contact with nurses is more common than other medical personnel. Therefore nurses need to improve their daily performance, such as by changing habits that were previously more vocational in nature into professional, independent, and highly integrated nursing with other medical personnel in hospitals.

The role of nurses is very influential on the quality of service in hospitals, the community as customers is in a stronger position because there are more choices of hospitals that can serve them. Today's society is increasingly critical of health services. Under these conditions, hospitals must have quality human resources in order to compete with other hospitals. One aspect is the willingness and ability to provide excellent service.

Perception of nurse performance is the nurse's activity in implementing the best possible authority, duties and responsibilities in the context of achieving the objectives of the main tasks of the profession and the realization of the goals and objectives of the organizational unit. Each nurse must give her best contribution and know the responsibilities given in the implementation of work and the level of performance to be achieved by measuring the circumstances and abilities that exist within her. The hospital management must give a lot of attention and effort to improve the performance

and welfare of its nurses. Good HR management will provide progress for the hospital.

The research was conducted at Tarumajaya Hospital, located at Jalan Tarumajaya Raya No.1B, Pantai Makmur, Kec. Tarumajaya, Bekasi, West Java. Tarumajaya Hospital was inaugurated on April 14 2016, with the status under the ownership of PT. Tarumajaya Hospital. Tarumajaya Hospital is a Type D Hospital. The Motto of Tarumajaya Hospital is "sincere in serving" by having a vision, mission and basic values to develop a strategic plan for Tarumajaya Hospital according to the needs and development of Tarumajaya Hospital.

Based on a preliminary survey by interviewing nurses at Tarumajaya Hospital as many as 10 people. Regarding the problem of perception of the performance of nurses at Tarumajaya Hospital where 30% or 3 nurses including nurses are still not orderly in filling out the completeness of the patient's medical record. There are still nurses who do not prioritize patient satisfaction, are indifferent to patients, speak loudly and have high funds when communicating with patients. Based on this information, it can be seen that the current conditions indicate that nurses in providing nursing care services may increase and there is nurse dissatisfaction.

Regarding the problem of work motivation in which 10 nurses were interviewed, 7 or 70% of them had decreased work motivation. The most dominant decreased work motivation, including nurses who are still undisciplined, not present on time at work, no cooperation between nurses if someone wants to change services, lack of nurse response time to patients, not enthusiastic at work, feeling more bored, and do not want or are lazy to attend training/training from hospitals, and nurses sometimes feel worried about new human resources, sometimes get more opportunities to get promotions than more senior nurses.

Motivation is an encouragement, cause or reason for someone to do something. Nurse work motivation means a condition that encourages nurses to work. Gomes defines

motivation as behavior aimed at the target. Motivation is related to the level of effort made by a person in pursuing a goal and is closely related to employee satisfaction and job performance (1)

Regarding the problem of the reward system at Tarumajaya Hospital, where 4 nurses or 40% informed that the basic salary had not reached the UMR, sometimes related to salary slips from the HRD section there was no transparency. There is a service allowance that nurses get but the number of service receipts is generalized between new nurses and senior nurses and there are no additional benefits or other bonuses. There is no form of reward appreciation for prime nurses and there is no annual gathering from the hospital

Seitovirta's research suggests that it is important to listen to nurses' opinions to create a reward system that integrates fair financial and non-financial rewards from the nurse's point of view. non-financial rewards are a very useful element of nursing management (2)

Related to organizational commitment, where as many as 4 nurses or 40% sometimes lack loyalty to the hospital, feel that other hospitals are better and more interested, because they feel more concerned about the welfare of their employees. Sometimes there is a desire to always resign. Nurses are still undisciplined in attendance, there is alpha every month.

Organizational commitment reflects the degree to which a person knows the company and its goals. Common understanding states that commitment is an agreement to do something for oneself, another person, a group or an organization. Organizational commitment consists of three interrelated components, namely: affective commitment, normative commitment and continuance commitment (3)

With the commitment and contribution given by nurses to hospital management, nurses will get appropriate rewards or rewards, nurses who have organizational commitment will continue to survive and then be involved in efforts to fight for the vision, mission, and goals of the organization so it is appropriate that every organization hopes to be able to achieve competitive advantage through the support of nurses' commitment to their organization.

Organizational commitment refers to the belief in employee goals and organizational

values, the desire to remain a member of the organization and loyalty to the organization (4)

Based on the background of the problem above, the researcher is interested in conducting a research entitled "The Influence of Work Motivation and Reward System on Perception of Nurse Performance Mediated by Organizational Commitment at Tarumajaya Hospital".

OBJECTIVE

The study aimed to examine the effect of working motivation and reward system on perception of nurse performance mediated by organizational commitment.

METHODS

Design

A cross-section approach was applied in this study to examine the effect of working motivation and reward system on perception of nurse performance mediated by organizational commitment.

Sample size and sampling technique

Sixty-eight nurses were involved in this study. They were selected using the purposive sampling. The inclusion criteria of selecting samples including nurses who had worked for more than 2 years. Clinical nurses are nurses who carry out basic nursing care by emphasizing technical skills which consist of *PK1* to *PK4*, while in this study it consisted of *PK1* to *PK4*.

Data collection process

Quantitative data collection method used in this research is to use the survey method, namely data collection techniques carried out by using a questionnaire or questionnaire to reveal information or data from respondents. Questionnaire is a data collection technique that is done by giving a set of questions or written statements to respondents to answer.

In this study, the measurement scale used is the Likert scale, which is the scale used to measure the opinion of a person or group of people about social phenomena, as follows:

- Score 1 for the answer Strongly Disagree
- Score 2 for the answer Disagree
- Score 3 for the answer Agree
- Score 4 for the answer Strongly Agree.

Instrument for data collection

The research variable consists of five variables, namely three independent variables and one dependent variable and one intervening variable.

1. Perception of nurse's performance questionnaire was developed based on Gomes. It was consisted of quantity of work, quality of work, job knowledge, creativeness, cooperation, dependability, initiative, personal qualities.
2. Working motivation questionnaire. It was based on Maslow. The dimensions consisted of physiological need, self-security needs), love and belongingness needs, self-esteem needs), self-actualization needs (5)
3. Rewarding system questionnaire was develop based on Byars and Rue. The dimension consisted of: Intrinsic reward and Extrinsic reward (6)
4. Organizational commitment questionnaire. It was developed based on Greenberg. The dimension consisted of Affective commitment, Continuance commitment, Normative commitment (7)

Statistically analysis

Univariate analysis

Univariate analysis in this study uses the Three Box Method where the answer index analysis per variable aims to find out a descriptive picture of the respondents in this study. Especially regarding the research variables used.

Multivariate analysis

In this study, data analysis used the Partial Least Square (PLS) approach. In this study, PLS software will be used to analyze the data. PLS allows researchers to estimate complex causal relationship models with latent variables (graphically represented as circles) and observed variables (graphically represented as rectangles).

RESULTS

Characteristic of respondents

Table characteristic of respondents found that the number of male respondents was 7 nurses (10.3%) and female were 61 nurses (89.7%). The number of data distribution characteristics of respondents aged 21-30 years

amounted to 55 respondents (80.9%), those aged 31-40 years were 9 respondents (13.2%), and those aged 40-50 years were 4 respondents (5, 9%). Respondents with the last education level of DIII Nursing, amounting to 60 nurses (88.2%), then continued with the last education level of respondents S1 8 nurses (11.8%). Marital status of respondents who are married are 27 nurses (39.7%) and respondents who are not married are 41 patients (60.3%).

Testing of R-Square (R^2)

The variables of work motivation, reward system and organizational commitment to nurses' performance perceptions have a large R^2 value, the R^2 value is 0.776 with an Adjusted R^2 value of 0.765, indicating that the variable on the nurse's performance perception is 76.5% while the remaining 23.5% is the influence of the variable. others that were not used in this study

Differences of Caregiver Burden.

Table 1. Testing of R-Square (R^2)

	Square	R Square Adjusted
Perception of nurses' performance (Z)	.776	.765
Organizational commitment (Y)	.797	.791

Coefficient of correlation between variables

Table 2 shows the correlation between variables. The results show that the correlation between work motivation and organizational commitment is 0.910 and a significance value of 0.000 <0.05. So it can be concluded that work motivation and organizational commitment have a very strong and significant correlation.

The correlation between work motivation and perceived performance of nurses is 0.901 and a significance value of 0.000 <0.05. So it can be concluded that work motivation with the nurse's perception of performance has a very strong and significant correlation.

The correlation between the reward system and organizational commitment is 0.830 and the significance value is 0.000 <0.05. It can be concluded that the reward system with organizational commitment has a very strong and significant correlation.

The correlation between the reward system and the nurse's perception of performance is 0.846 and a significance value of 0.000 <0.05. So it can be concluded that the reward system with the nurse's perception of

performance has a very strong and significant correlation.

Variables	Correlation	Organizational commitment	Perception of nurses performance
Working motivation	Pearson Correlation	0.910**	0.901**
	Sig. (2-tailed)	0.000	0.000
	N	68	68
Rewarding system	Pearson Correlation	0.830**	0.846**
	Sig. (2-tailed)	0.000	0.000
	N	68	68

Regression and Hypothesis Testing (Bootstrapping)

Model 1

- The coefficient of work motivation of 0.700 indicates a unidirectional relationship, so it can be interpreted that if the value of work motivation increases by one unit, organizational commitment will increase by 0.700 assuming the value of the reward system remains.
- The reward system coefficient of 0.211 indicates a unidirectional relationship, so it can be interpreted that if the value of the reward system increases by one unit, organizational commitment will increase by 0.211 assuming the value of motivation remains constant.

Model 2

- The coefficient of work motivation of 0.406 indicates a unidirectional relationship, so it can be interpreted that if the value of work motivation increases by one unit, the nurse's perception of performance will increase by 0.406 with the assumption that the value of the reward system is fixed.
- The reward system coefficient of 0.144 indicates a unidirectional relationship, so it can be interpreted that if the value of the reward system increases by one unit, the nurse's perception of performance will

- increase by 0.144 assuming the value of organizational commitment remains constant.
- The coefficient of organizational commitment of 0.367 indicates a unidirectional relationship, so it can be interpreted that if the value of organizational commitment increases by one unit, the nurse's perception of performance will increase by 0.367 assuming the value of motivation remains

$$Y = a + 0.700 X_1 + 0.211 X_2$$

$$Z = a + 0.406 X_1 + 0.144 X_2 + 0.367 Y$$

Information:

Z = Perception of nurse's performance

Y = Organizational commitment

X1 = Work motivation

X2 = Reward system

X3 = Work Conflict

Hypothesis	Direct & indirect effect	Parameter coefficient	T-Statistics	P-Values
H1	(X1) → (Y)	0.257	2.352	0.019
	→ (Z)			
H2	(X2) → (Y)	0.077	2.866	0.003
	→ (Z)			
H3	(X1) → (Y)	0.700	6.985	0.000
H4	(X2) → (Y)	0.211	1.983	0.048
H5	(X1) → (Z)	0.406	2.781	0.006
H6	(X2) → (Z)	0.144	2.168	0.003
H7	(Y) → (Z)	0.367	2.675	0.008

X1: Motivation

X2: Reward System

Y: Organizational Commitment

Z: Perception of nurses' performance

DISCUSSION

Influence of work motivation and reward system on nurses' performance perceptions through organizational commitment

These results indicate that the organizational commitment variable acts as a partial mediation between motivation and perceptions of nurse performance, meaning that motivation can affect nurses' perceptions of performance directly or indirectly through organizational commitment. Organizational motivation and commitment are important factors to improve performance. High performance, influenced by motivation causes employees to have high organizational commitment at work. High motivation will encourage the growth of organizational commitment and result in more employees having optimal performance in the organization or company.

Organizational behavior was first coined by Max Weber in the 1890s. Organizational behavior studies the impact of individuals, groups and groups on the emergence of various behaviors in organizations with the aim of increasing organizational effectiveness. The behavior of all individuals basically has a basic consistency. Behavior does not appear randomly, but can be predicted and then modified according to the differences and uniqueness of each individual (8) This theory has three important parts of organizational behavior theory, namely input, process, and output. Input is the initial setting of the situation and location where the process will occur. This component is determined in advance before the employment relationship occurs. Process components are actions and decisions made by individuals, groups, and organizations involved in it as a result of input and lead to certain results. Output is the final result that is predicted which is influenced by several other variables. Individual behavior can be the basis of how the correlation

between motivation, reward system, commitment and performance in an organization.

The provision of a reward system that is in accordance with the workload of employees can increase work motivation. Work motivation is the provision of a driving force that can create work enthusiasm so that employees want to work together, work effectively, and are integrated with all efforts to achieve satisfaction and even become a tool towards the best performance. An appropriate reward system can increase work motivation and performance (9). Providing work motivation to employees can also increase organizational commitment. Employees who have high organizational commitment always establish close relationships between employees and the organization to realize organizational goals.

Higher commitment can facilitate the realization of higher productivity. Strong motivation, as well as high organizational commitment are expected to increase the perception of nurse performance so that the company's goals or expectations can be achieved, in fact there are still companies that have problems with nurses' performance perceptions, this happens in hospitals.

These results indicate that the organizational commitment variable acts as a partial mediation between the perceived reward of nurses' performance, meaning that the reward can affect the nurse's perception of performance directly or indirectly through organizational commitment. Reward and organizational commitment are important factors to increase the perception of nurse performance. High performance, influenced by rewards causes employees to have high organizational commitment at work. The right reward will result in the growth of organizational commitment and result in more employees having optimal performance in the organization or company.

These results are in accordance with research conducted by Sari & Dewi showing that compensation has a positive and significant effect on driver performance, motivation has a positive and significant effect on driver performance, organizational commitment has a positive and significant effect on driver performance, compensation has a positive and significant effect on organizational commitment, motivation positive and significant effect on driver performance positive and significant effect on organizational commitment, organizational commitment has a partial mediating role in the relationship between compensation for driver performance and organizational commitment has a partial mediating role in the relationship between driver motivation and performance (10)

The Effect of Work Motivation on Organizational Commitment

Based on the hypothesis analysis shows that the effect of work motivation on organizational commitment is positive and significant. Therefore, it can be concluded that H2 is accepted, then there is a positive and significant direct influence on work motivation on organizational commitment at Tarumajaya Hospital.

Motivation is an important factor to encourage individual morale to work optimally in order to achieve certain goals. Motivation arises from within humans because of the drive of need. That is, motivation will arise in employees when they feel a need. If members have high motivation, usually these members also have good performance which leads to the achievement of maximum work commitment. This is in accordance with Rivai's opinion which states that motivation is an attitude and values that can influence individuals to achieve specific things in accordance with their goals (11)

This is in accordance with previous research which said that Noor had an influence which showed that there was an effect of job characteristics on the characteristics of nurses, self-confidence and organizational commitment. There is an effect of nurse characteristics on self-confidence and organizational commitment. There is an effect of job characteristics on the characteristics and

beliefs of nurses. There is an effect of work experience on organizational belief and commitment. There is an effect of belief on organizational commitment and perceived threat. There is an effect of organizational commitment on the performance of nurses. There is an effect of perceived threat on the performance of nurses. There is an effect of belief-based organizational commitment on the performance of nurses (12)

Wahyudi There is a relationship between two factors with logistic regression, namely the responsibility factor and the work relationship. Some of the rejected factors were rewards, working conditions and work safety. The motivation of nurses is related to the factors of responsibility and work relationships.¹³

The Effect of the Reward System on Organizational Commitment

Based on the analysis of the hypothesis shows that the effect of the reward system on organizational commitment is positive and significant. Therefore, it can be concluded that H3 is accepted, then there is a direct positive and significant effect of the reward system on organizational commitment at Tarumajaya Hospital.

The reward system must be owned by every member in order to provide good and satisfying service to the community. The more individuals feel satisfied with a job as a form of reflection from their workplace, the higher the level of commitment to their work, more motivated to be active and present in the organization, trying to do the work as much as possible, more stable, increasing loyalty, and being more productive which can benefit a company. organization. This is in accordance with the opinion of Robbins which states that the reward system has an important meaning for employees and organizations. If the reward system increases then employee turnover and attendance will decrease, and vice versa if the reward system is low it will have an impact on increasing employee turnover and absenteeism (14)

This is in accordance with previous research which stated that there was an influence carried out by Kanang & Syahrul The findings obtained 6 impacts of giving nurse rewards in hospitals, namely the impact

on work stress, absenteeism due to illness, turnover, motivation, job satisfaction, and organizational commitment. However, rewards have no impact on work performance, mood, autonomic nervous function and personal interactions (15)

Senanayake where the average value for the composite intrinsic reward. There is a moderately positive correlation between intrinsic rewards and work commitment. The mean score for extrinsic rewards is composite and it shows a very weak positive relationship between extrinsic rewards and work commitment. Such as socio-demographic factors, gender, age group. current position of work experience in the workplace and part of work (related to the overall work commitment of nurses. The level of work commitment of nurses is moderate (16)

Mbidi & Damons revealed four factors of effort-reward imbalance stemming from sixteen CPD motifs. Reflective factors are 1) extrinsic effort, 2) intrinsic effort, 3) reward motive, and 4) excessive commitment motive. Four conceptual factors form the second-order effort-reward motive factor for nurses' reasons for taking part in continuing professional development activities (17)

Effect of work motivation on nurses' performance perceptions

Based on the analysis of the hypothesis shows that the effect of work motivation on the perception of nurse performance is positive and significant. Therefore, it can be concluded that H4 is accepted, then there is a positive and significant direct influence on work motivation on the perception of nurse performance at Tarumajaya Hospital.

Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. Motivation can also be interpreted as an individual's drive to take action because they want to do it. If individuals are motivated, they will make positive choices to do something, because it can satisfy their desires. Work motivation is very important. Work motivation itself is not only in the form of material but can also be in the form of feeling happy with the work you have. When an employee does his job with passion, the results of his performance will be good.

This is in accordance with previous research which said that there was an influence carried out by Effliani where there was an influence of motivation, organizational culture and organizational commitment on the performance of nurses in RSUD Dr. Moewardi Surakarta (18). Cik Ayu revealed that there was a significant effect between Reward, Job Satisfaction, and Motivation on Nurse Performance. It is known that there is a positive influence between Reward, Job Satisfaction and Motivation on Performance (19)

Effect of reward system on nurses' performance perceptions

Based on the analysis of the hypothesis shows that the effect of the reward system on the perception of nurse performance is positive and significant. Therefore, it can be concluded that H5 is accepted, then there is a direct positive and significant effect of the reward system on the perception of nurse performance at Tarumajaya Hospital.

Rewards are rewards, prizes, awards or rewards that aim to make someone even more active in their efforts to improve or improve the performance that has been achieved. Rewards are incentives that link pay on the basis of being able to increase employee productivity in order to achieve a competitive advantage. Rewards given can be in the form of extrinsic ones which include salaries, benefits and intrinsic rewards such as the work itself, relationships with colleagues and superiors, learning and development as well as work experience itself (20)

This is in accordance with previous research which said that there was a significant effect between rewards, job satisfaction, and motivation on nurse performance. It is known that there is a positive influence between Reward, Job Satisfaction and Motivation on Performance

A previous study shows that reward has a positive and significant effect on job satisfaction, the work environment has a positive and significant effect on job satisfaction, and rewards have a positive and significant effect on job satisfaction. Employee job satisfaction, there is a positive and significant effect of the work environment on employee performance, there is a positive and

significant effect of job satisfaction on employee performance (21)

The Effect of Organizational Commitment on the Perception of Nurse Performance

Based on the analysis of the hypothesis shows that the effect of organizational commitment on the perception of nurse performance is positive and significant. Therefore, it can be concluded that H6 is accepted, then there is a positive and significant direct influence on organizational commitment to the perception of nurse performance at Tarumajaya Hospital.

The effect of organizational commitment on nurse performance and work results is in accordance with the opinion that to improve employee attitudes, the company should improve employee discipline because it is a tool used by managers to communicate with employees so that they are willing to change a behavior or attitude as well as an effort to increase one's awareness and willingness to obey a company regulation with applicable social norms. The attitude of an employee plays a very important role, because this attitude affects the behavior of a nurse's work.

This is in accordance with previous research which said that there was an influence carried out by Sumarni & Pramuntadi which showed that there was a positive relationship between organizational climate and professional commitment. This proves that organizational climate can affect individual behavior which has an impact on professional commitment. There is a positive influence of organizational commitment variable on the performance of nurses at PKU Muhammadiyah Hospital Bantul (22)

Conclusion

1. There is an effect of work motivation and reward system on the perception of nurse performance at Tarumajaya Hospital through organizational commitment as an Intervening variable. The meaning is work motivation, in this case the high attitude of nurses, a dissertation with a clear reward system can help reduce the perception of nurses' performance at Tarumajaya Hospital and the need for high organizational commitment by nurses.

2. There is a significant influence between work motivation and organizational commitment, which means that no matter how high the work motivation of the given nurse is, it will greatly affect organizational commitment.
3. There is a significant influence between the reward system on organizational commitment, which means that a clear reward system in the hospital can increase organizational commitment.
4. There is a significant influence between work motivation on perceptions of nurse performance, the meaning is that high nurse work motivation has an effect on nurses' performance perceptions, namely with good nurse work attitudes.
5. There is a significant influence between the reward system on the perception of nurse performance, the meaning is that a clear reward system can reduce the perception of nurses' performance
6. There is a significant influence between organizational commitment to the perception of nurse performance, which means that the more effective the filling, the faster the waiting time

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