

Beyond the Ward: Strategic Insights into Enhancing Healthcare Professionals Performance Through Organizational Environment and Individual Values Synergy

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ABSTRAK

Tujuan utama penelitian ini adalah untuk menguji secara empiris berbagai pengaruh langsung dalam konteks organisasi terhadap komitmen afektif dan kinerja Tenaga Kesehatan Non Aparatur Sipil Negara (PKS) di Rumah Sakit Pemerintah di Kabupaten dan Kota Serang. Secara khusus, kami berupaya menguji dampak langsung lingkungan organisasi terhadap komitmen afektif, nilai-nilai individu terhadap komitmen afektif, faktor lingkungan terhadap kinerja, nilai-nilai individu terhadap kinerja, dan pengaruh langsung komitmen afektif terhadap kinerja petugas kesehatan. Penelitian kuantitatif ini menggunakan pendekatan korelasional untuk mengetahui hubungan antara variabel eksogen dan endogen, baik dengan maupun tanpa variabel intervening. Dengan menggunakan desain penelitian eksplanatori, kami melakukan pengujian hipotesis melalui analisis statistik inferensial untuk generalisasi. Populasi penelitian adalah Tenaga Kesehatan Non ASN sebanyak 531 orang yang tersebar di Kabupaten Serang sebanyak 232 orang dan Kota Serang sebanyak 299 orang, dengan besar sampel yang ditentukan sebanyak 170 peserta. Pengumpulan data menggunakan instrumen survei. Kebaruan penelitian ini terletak pada potensinya untuk memvalidasi pentingnya peran komitmen afektif sebagai variabel intervening yang menjelaskan pengaruh lingkungan organisasi terhadap kinerja petugas kesehatan. Investigasi ini memberikan wawasan berharga untuk memahami dinamika kompleks antara konteks organisasi, nilai-nilai individu, komitmen afektif, dan kinerja dalam konteks profesional kesehatan di rumah sakit pemerintah.

ABSTRACT

This research aims to explore how various factors within the organizational context influence the affective commitment and performance of Non-State Civil Apparatus (SCS) Health Workers in Government Hospitals in Serang Regency and City. It specifically investigates the direct effects of organizational environment and individual values on both affective commitment and performance of health workers, employing a quantitative, correlational approach to analyze these relationships. The study involves 531 Non-ASN Health Workers, with a sample size of 170, using survey methods for data collection. A key objective is to examine affective commitment's role as a mediator in the relationship between organizational context and worker performance. This study offers significant insights into how the interplay between organizational environment, individual values, and affective commitment influences health workers' performance, contributing to the broader understanding of healthcare professional dynamics in government hospitals.

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INTRODUCTION

Non-ASN health workers often face higher job uncertainty compared to their ASN counterparts. They typically work under contracts subject to renewal based on factors like institutional needs, work performance, and budget policies. This uncertainty can significantly contribute to turnover rates. Additionally, disparities in welfare and job security between ASN and non-ASN health workers play a crucial role in their decision to stay or leave. ASNs generally enjoy superior benefits, retirement security, and stronger job protections, advantages that are not always extended to non-ASNs. Hospitals as public facilities that have a very large role in improving the quality of human resources, especially in the health sector (Hoade & Rees, 2023). With the existence of a hospital, the level of public health can be maintained, in the sense that when there are members of the community who need help, action can be given immediately so as not to interfere with the quality and productivity of human resources (Fernández-Castro et al., 2023).

With the presence of hospitals, it is able to increase the level of public health, so that all diseases suffered by the community can be overcome immediately, and do not infect other human resources (Ito et al., 2023). When there is transmission, it can be immediately resolved properly and measurably so that it does not cause disruption in the performance of human resources (Tsai et al., 2023).

Patients receive a wide range of services from hospitals, which are an important part of the larger healthcare system (Bahalkeh et al., 2023). People's lives can be made better by improving their health (Hoade & Rees, 2023). Because hospitals need quality resources to provide the best health services, it is expected to provide maximum services (Benwell et al., 2023). Given that the success of a hospital is largely determined by the capacity of its medical and paramedic resources, this becomes significant (Dandona et al., 2023).

The quality of hospital resources in the form of health and non-health workers plays the most important role in improving the performance of the hospital itself (Pedersen et al., 2023). Put simply, the performance of both health and non-health workers plays a crucial role in enhancing service quality and patient satisfaction, which in turn significantly impacts overall hospital performance (Kovacevic et al., 2023)

In receiving services in hospitals, people can feel the quality of services, existing facilities and infrastructure, the competence of medical personnel, and various matters related to the health services they receive (Hoade & Rees, 2023). On the other hand, people are increasingly aware of the importance of excellent service that always develops and innovates from time to time. An increasingly intelligent society is essentially becoming more and more able to distinguish between hospital services from one another (Pedersen et al., 2023)

In essence, the level of service satisfaction is influenced by facilities and infrastructure, service quality, work motivation, competence of medical and nonmedical personnel, employee commitment, organizational culture, organizational climate, organizational learning, values applied in the organization, level of risk, work stress, compensation, and others (Kovacevic et al., 2023).

It's just that not all of these aspects are paid attention to by the organization, in this case the hospital, so the level of patient satisfaction decreases (Benwell et al., 2023). This is what shouldn't need to happen. Hospitals should always improve the quality of services, the quality of facilities and infrastructure, organizational climate, organizational culture, good individual values, so that the performance of medical and nonmedical employees can increase, all of which

will have an impact on improving the performance of the hospital itself (S. Lee et al., 2023).

According to (Lankin et al., 2023) the subpar quality of healthcare services is the root cause of various problems in today's society. The quality of service, accuracy of service, competence and compensation of health workers, completeness of facilities and infrastructure, commitment of health workers, patient values, and service satisfaction are often criticized by patients who use hospital services (Fernández-Castro et al., 2023).

Many patients who are service users complain about the slow handling of patients who come to the ER or who ask for the help of nurses and doctors while in the hospital (K. M. K. Lee et al., 2023). Many patients and patients' families are waiting until they get new services, even to get a room, the community has tremendous difficulties (Hoade & Rees, 2023).

People feel that they are not served quickly, are not valued as human beings, even sick people who should get help immediately, but do not immediately get medical treatment, as a result of which the pain becomes worse, and can even result in fatal conditions (Kim et al., 2023). The emergence of these various problems illustrates the phenomenon of medical treatment that has been quite concerning, increasingly obvious (Lankin et al., 2023). Because the management of health services in general is still inadequate, people are not satisfied with hospital health services, especially in government-owned hospitals (James et al., 2023). This shows that people have not received the high-quality health services they expect (Pedersen et al., 2023).

In such instances, it becomes essential for government-owned hospitals to collaborate with diverse stakeholders to collectively enhance service quality. This improvement should be aimed not only at the general public but also at holders of health service cards, ensuring they receive equitable services (Kim et al., 2023).

Excellent service is the service most expected by patients. They do not seek extravagant services; rather, prompt service, courteous staff, and sufficient facilities are key to ensuring their high satisfaction (Lewis et al., 2023). On this side, hospitals should be able to improve little by little so that the level of public health in the future can increase (Dandona et al., 2023).

The user community is required to be able to overcome various problems or cases that arise in the field of health services due to the low commitment of medical and non-medical personnel in improving the quality of health services (Lankin et al., 2023). Health services encompass any individual or collective efforts aimed at maintaining and enhancing health, preventing and treating diseases, and restoring the well-being of individuals, families, groups, or communities. Meanwhile, the quality of a health service is defined by its degree of excellence. This not only has the potential to yield patient satisfaction on par with the expectations of the broader population but also refers to the degree to which the health services provided meet established standards of care (Dandona et al., 2023). Procedures used to provide services and establishing professional service standards and codes of ethics.

Table 1.
Performance of Non-ASN Health Workers Employees in Regional Hospitals in Serang City and Regency

Criterion	2020		2021	
	Sum	%	Sum	%
Tall	89	21	82	19
Keep	93	22	73	17
Low	239	57	287	65
Sum	421	100	442	100

Source of Banten Provincial Health Office 2020-2021

Based on the table 1, only 89 of the current 421 high-performing Non-ASN healthcare workers will do so in 2020, representing 21 percent, while the number of those with low performance will reach 239 (57 percent). Of the 442 non-ASN health workers in 2021, only 82 people had high performance or 19 percent, and 287 people had low performance or 65 percent.

Table 1.
Cases of suspected Malpractice that occurred in Serang City and Serang District Hospital

Criterion	Serang District Hospital		Serang City Hospital	
	Enter the realm of law	Does not enter the realm of law	Enter the realm of law	Does not enter the realm of law
2019	1	2	0	2
2020	0	1	1	2
2021	0	1	0	1
Sum	1	4	1	5

Source: Banten Provincial Health Office 2019-2021

The table 2 is in accordance with the opinion of Wardono (2019), who states that poor health services can give rise to the opportunity for various *side effects* due to the use of various sciences and advances in medical technology that are not appropriate in their application, such as the emergence of malpractice cases.

Table 2.
Number of Health Workers dismissed for Low performance

Criterion	Serang District Hospital		Serang City Hospital	
	Service life < 5 years	Service life > 5 years	Service life < 5 years	Service life > 5 years
2019	2	1	4	1
2020	4	2	2	3
2021	2	1	3	2
Sum	8	4	9	6

Source: Banten Provincial Health Office 2020-2021

The table 3 shows that, non-ASN health workers who are dismissed because they have low performance are always present every year both in government hospitals in the Regency and Serang City. Therefore, it is necessary to improve the performance of Non-ASN Health Workers both through increasing their affective commitment, work environment and individual values.

Table 3.
Number of Non-ASN Health Workers who received sanctions/warning letters for low performance

Criterion	Serang District Hospital		Serang City Hospital	
	SP I	SP II	SP I	SP II
2019	5	6	6	5
2020	7	7	8	7
2021	6	1	5	4
Sum	18	14	19	16

Source: Banten Provincial Health Office 2019-2021

Based on pre-research on 100 Non-ASN Health Workers in Serang City and Regency hospitals, the number of ASNs who received the first and second warning letters is always present every

year. Tabel 4 shows that the commitment of employees to improve their performance is still low.

In relation to the commitment of non-ASN health workers, it can be said that it is still low. (See table 5)

Table 4.
Affective Commitments of Non-ASN Health Workers in Serang City and District Hospitals

Criterion	Serang District Hospital		Serang City Hospital	
	Sum	%	Sum	%
Very High	4	8	3	6
Tall	5	10	8	16
Keep	7	14	10	20
Low	16	32	13	26
Very low	18	36	16	32
Sum	50	100	50	100

Source: Pre-research Results 2022

The data outlined in the preceding table reveal a notably low level of dedication among most non-ASN health workers. Specifically, at Serang Regency Hospital, 18 individuals (36%) demonstrate a very low level of commitment. Similarly, at Serang City Hospital, there are 16 individuals (32%) exhibiting a very low level of commitment.

Table 6.
Implementation of Values according to Perceptions of Non-ASN Health Workers in Serang City and District Hospitals

Criterion	Serang District Hospital		Serang City Hospital	
	Sum	%	Sum	%
Excellent	2	4	3	6
Good	6	12	8	16
Keep	11	22	10	20
Not good enough	14	28	11	22
Very poorly	17	34	18	36
Sum	50	100	50	100

Source: Pre-research Results 2022

The table 6 shows that, the individual values of Non-ASN Health Workers in Serang Regency there are still 17 people (34%) which are very low. Likewise, in Serang City, there are still 18 people (36%) who are also very low. As a result, public health needs will increase. When they feel disillusioned with the current administration, they will not return to the same clinic.

Non-ASN health workers often face more demanding working conditions and heavier workloads, as they are frequently assigned to positions that are challenging to fill with ASN staff. Research could explore how these conditions affect job satisfaction and influence decisions to leave the job. The research aims are anticipated to identify various variable contributing to turnover, including compensation, work environment, management practices, and coworker relationships. Understanding these factors can inform the development of strategies aimed at increasing the retention of non-ASN health workers.

Literature Review

Organizational Environment on Affective Commitment

The impact of the organizational environment on employees' affective commitment is a significant topic within management and human resources studies. Affective commitment encompasses the degree of care, dedication, and emotional loyalty that employees feel towards their workplace organization (Karim, 2023). The organizational environment can play an important role in shaping and influencing employees' levels of affective commitment (Bayu et al., 2023). Organizational culture reflects the shared values, norms and beliefs within an organization (Negeri & Ji, 2023). An organizational environment that promotes positive values, justice and support can increase employee affective commitment (Lei et al., 2023). Apart from organizational culture, leadership style also influences affective commitment (Ballerini et al., 2023). Inspirational leadership that supports all employee activities and is fair can build employee trust and emotional involvement (Lei et al., 2023). Employees will tend to be attached to the organization if they feel supported and led well (Haffar et al., 2023). Human resource policies and practices that support work-life balance and provide professional development opportunities can increase affective commitment (Tan et al., 2023). Amenities such as employee wellness programs, training, and development help create a supportive environment (Lankin et al., 2023).

Based on research (Ali et al. 2023) explains that the organizational environment has a positive impact on affective commitment. A good organizational environment can significantly increase employee affective commitment. Transparent and open organizational communication can build employee trust. Employees will feel well informed about the goals, developments and decisions of the organization and will be more affectively connected (Zeng et al., 2023). In line with research (Muñoz et al., 2022) explains that the organizational environment has a significant effect on affective commitment. An environment that supports balance between work and personal life can increase affective commitment.

Based on the results of the presentation above, it can be concluded that the organizational environment influences affective commitment. Because the work environment in an organization has a very important role in terms of providing support, providing justice and providing a sense of trust to employees who work so that affective commitment runs well.

H1: There is an influence between the organizational environment and affective commitment

Individual Values on Affective Commitment

Personal values positively influence affective commitment, as the effect of an individual's values on their affective commitment illustrates the connection between an employee's personal beliefs and their emotional dedication to their workplace (Boyd et al., 2023). Individual values shape employee attitudes, behavior and perceptions of the organization, which can influence the level of employee affective commitment (Gomes et al., 2023). Value congruence between personal values and organizational values is an important factor in forming affective commitment (Sui et al., 2023). When an employee's personal values align with the values promoted by their organization, employees tend to feel an emotional connection (Boyd et al., 2023).

Based on research results from (Costello et al., 2023), it explains that individual values influence affective commitment. Employees become more emotionally engaged when they feel that their personal values are recognized, appreciated, and integrated into the work context (Muñoz et al., 2022). Organizations that provide space for individuals to express their values can increase emotional engagement (Kim et al., 2023). When organizations understand the importance of personal values, they can create an environment where employees feel accepted and valued (Kaur Bagga et al., 2023). Other literature also explains that individual values have a significant impact on affective commitment (Suseno, 2019; Ballerini et al., 2023). Individual values can vary greatly in multicultural environments (Pandey & Yadav, 2023). Organizations that respect and manage the diversity of individual values can create a culture where all employees feel valued, which in turn can increase affective commitment (Banal-Estañol et al., 2023).

From the discussion provided, it is clear that individual values exert a positive and significant influence on affective commitment. This is because an employee's affective commitment tends to improve as the alignment and quality of their personal values with their work increase.

H2: There is an influence between individual values on affective commitment

Organizational Environment on the Performance of Health Workers

The influence of the organizational environment on the performance of health workers is a very important aspect in maintaining the quality of health services. A good work environment can increase the motivation, satisfaction and productivity of health care workers which can contribute to better outcomes in health service delivery (Mohanta et al., 2023). An organizational work environment that provides opportunities to develop the level of professionalism and continuous training can improve the skills and competence of health workers (Ito et al. 2023). Health workers who feel supported in career development tend to be more motivated to improve their performance in accordance with company regulations (S. Lee et al., 2023). Good relationships between team members and effective communication also greatly influence the optimal performance of health workers (Kurniawanti et al., 2023).

Based on research results from (Lei et al., 2023) it is clear that the organizational environment has a positive impact on the performance of health workers. A work environment that fosters collaboration and team support can reduce conflict, increase work morale, and optimize the performance of health workers. Additionally, recognizing performance and offering fair compensation can improve health worker motivation and performance. Echoing the findings of (Tan et al., 2023) which explains that the work environment influences the performance of health workers. A work environment that provides recognition of achievements and awards is known to increase employee motivation and improve the performance of health workers (Zeng et al., 2023).

Based on the discussion above, it can be concluded that the work environment has a significant effect on the performance of health workers. Because a good work environment, teamwork and effective communication can improve the performance of working health workers.

H3: There is an influence between the work environment on the performance of health workers

Individual Values on the Performance of Health Workers

The influence of individual values on performance is a very important aspect in the context of health services. Individual values include norms, beliefs and personal principles that shape the behavior and attitudes of health workers in providing health services (Dandona et al., 2023). Personal values that emphasize commitment to patient well-being can motivate health professionals to provide better care (Sui et al., 2023). The trust, empathy, and compassion that flow from these values can lead to more positive relationships between health professionals and patients (Boyd et al., 2023). Leadership values regarding responsibility and initiative can motivate health workers to work to play an active role in health services which can improve the performance of health workers (Muñoz et al., 2022).

Based on research conducted by (Sui et al., 2023) Clarifies that personal values contribute positively to the performance of health workers. The values that exist in each individual can influence whether or not employees carry out their work as health workers well (Kurniawanti et al., 2023). Values that can encourage self-development can also improve the work performance of health workers. In line with research from (Tsai et al., 2023) explains that individual values have a significant influence on the performance of health workers. Values that support flexibility and equality enable health professionals to adapt to a variety of situations and respond fairly to patient needs (Hamada et al., 2023). A fair attitude creates a positive work environment and supports collaboration between service team members (Ito et al., 2023).

Drawing from the preceding discussion, it is evident that individual values significantly affect health workers' performance. This is due to the correlation between a health worker's personal values and their service quality, which in turn enhances their performance outcomes.

H4: There is an influence between individual values on the performance of health workers

Affective Commitment on the Performance of Health Workers

Affective commitment plays a critical role in enhancing health workers' performance. Those with higher emotional engagement are generally more motivated to deliver superior health services. (Pedersen et al., 2023). Affective commitment to an organization can create intrinsic motivation to provide the best patient care and achieve organizational goals (Koltun et al., 2023). Affective commitment describes the level of involvement, loyalty and emotional concern for the organization in the organizational environment (Karim, 2023). Health workers who have a high level of affective commitment will be willing to contribute more in improving work performance (Klages et al., 2023).

According to research by Lei et al., (2023), affective commitment positively influences health workers' performance, primarily because it fosters better interpersonal relationships between health workers and their patients. Employees who have a high level of affective commitment can demonstrate positive organizational behavior which can improve employee performance (Bottenheft et al., 2023). Other literature explains that affective commitment influences the performance of health workers. Good affective commitment can form a positive dynamic in a work team so that they feel emotionally connected and tend to work well (Younas et al., 2023).

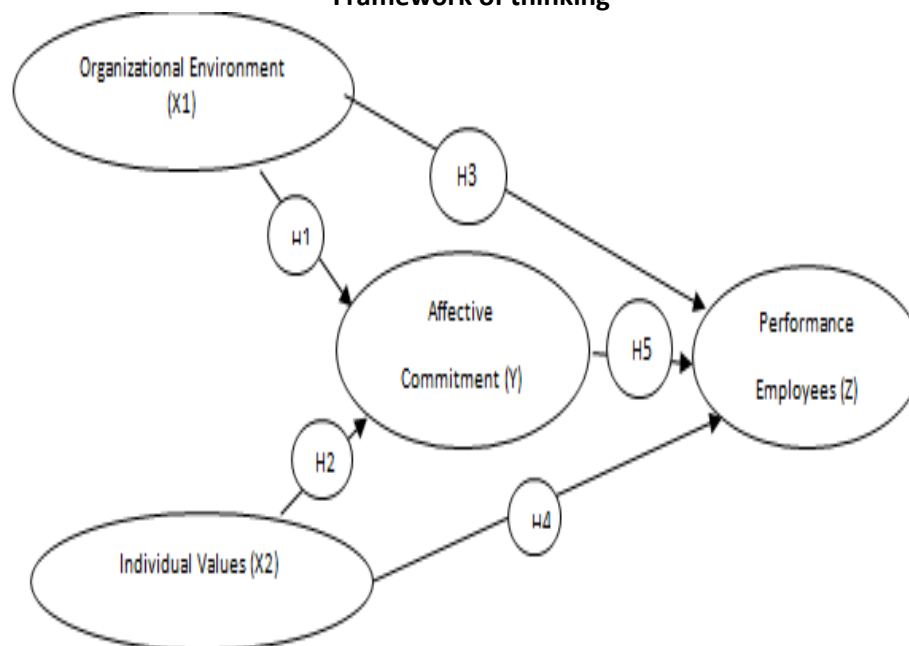
From the discussion presented, it is clear that affective commitment significantly impacts health workers' performance. Effective affective commitment yields positive organizational outcomes,

including loyalty, discipline, and active engagement, all of which contribute to enhancing health workers' performance.

H5: There is an influence between affective commitment and the performance of health workers

Based on the explanation above, the model or framework for this research can be described in Figure 1.

Figure 1.
Framework of thinking



Source: Empirical research framework employed in this study

RESEARCH METHODS

The population in a study refers to a comprehensive group of entities or individuals possessing specific traits and characteristics, selected for research to draw generalizations. This study focused on regional hospitals and non-ASN health service providers, particularly within Serang City. The study's subjects included non-ASN health workers from both the Serang Regency and Serang City Health Offices, amounting to a total of 531 individuals—232 from Serang Regency and 299 from Serang City, as per the available data. Part of the size and characteristics of the population is represented by the sample. Purposive sampling was used for sampling this study. Also known as stratified sampling, purposeful sampling requires the selection of samples according to certain criteria or considerations relevant to the research objectives (Sekaran and Bougi, 2016; Senna et al., 2023).

The sample size of this study refers to the provisions of the *Structural Equation Model* (SEM), which is at least 5 times to at most 10 times the number of indicators (Ferdinand, 2014: 173). In this study, the number of dimensions was 17, so that when multiplied by the minimum provisions, 17 x 5 or 85 samples were needed and when using the provisions the maximum sample was 17 x 10 or 170 samples. SEM with the *Maximum Likelihood Estimation* (MLE) technique requires samples between 100-200 samples. With these provisions, this study decided to use 170 samples.

This study utilizes the SEM (*structural equation modeling*) technique, with two exogenous variables, one intervening variable, and 1 endogenous variable.

Measurement Method (Outer Model)

We check the validity of the data for each variable of interest using the analysis of other models (Ballerini et al., 2023). There are a number of metrics that can be used to evaluate external models, such as convergent validity, discriminant validity, and composite reliability (Hoade & Rees, 2023).

Hypothesis testing studies cannot be carried out until the outside model has been verified. The relationship between the latent variable and its indicators is determined by the analysis of this external model (James et al., 2023).

Convergent Validity. The PLS item score/component score correlation is used to determine the convergent validity value, i.e. the loading factor value on the latent variable and its indicator (Lewis et al., 2023). If there is a correlation of 0.70 or higher between the individual's reflexive size and the construct of interest, we assume that measure is high (Posset et al., 2023). Loading values of 0.5 to 0.6 were considered adequate for studies conducted during the first phase of designing a measurement scale (Tan et al., 2023).

Discriminant Validity. If the construct does not have sufficient discriminants, the value of this cross-loading factor will tell you (Hamada et al., 2023). To find out whether a model has excellent discriminant validity or not, researchers looked at the root of average variance extract (AVE) value for each construct and looked at whether it was greater than the correlation value between the construct and other constructs in models (Kaur Bagga et al., 2023), the following:

$$AVE = \frac{(\sum \lambda_i^2)var F}{(\sum \lambda_i^2)var F + \sum \theta_{ii}}$$

Information:

λ = Factor loading

F =Variance factor F

Θ = error variance

If all indications are typical, the communality described here represents the average in the area (Sarfabadi et al., 2023). said that these findings are conservative compared to composite reliability and can be used to evaluate the interdependence of component scores from latent variables (Benwell et al., 2023). It is recommended that the AVE be greater than 0.50.

Using internal consistency metrics set by Wert and his colleagues, as well as other criteria, the Composite Reliability indicator block calculates the reliability of a given construction (K. M. K. Lee et al., 2023). Data with a combined reliability of ≥ 0.7 is considered to have high reliability. The following formula can be used to determine the combined reliability of the PLS output, the following:

$$\frac{(\sum \lambda_i)^2 var F}{(\sum \lambda_i)^2 var F + \sum \theta_{ii}}$$

Information:

λ = Factor loading

Variance factor F=

Θ = error variance

Unlike Cronbach's alpha, this statistic does not assume that all indications are given equal weight in the overall assessment (Bottenheft et al., 2023). Thus, cronbach alpha has a bias to give lower constraints on reliability estimates, whereas c gives estimates that are closer to the assumption that the estimated parameters are correct (Koltun et al., 2023). Only constructions equipped with reflecting indicators can use c as a measure of internal consistency (Klages et al., 2023).

The data to be checked using smart PLS must comply with the standards listed in the table above (Lei et al., 2023). All of the following conditions must be met: outer loading > 0.5-0.7; AVE > 0.5; a community > 0.5; alpha Cronbach > 0.6; and Composite Reliability > 0.7.

Structural Model (Inner Model)

More mental models can be used to examine the hypothesis of direct and indirect impacts (Bayu et al., 2023). The loading factor of each indicator is also evaluated with the help of internal models (Fernández-Castro et al., 2023).

Testing structural models to see if constructs relate to partial least squares t-tests. The R-squared value of a model is a good indicator of the ability of a structural model or inner model to describe the observed data (Mirmoezzi et al., 2023).

R-squared for dependent constructs, Q-squared stone-geisser for predictive relevance, t-test and coefficient significance for structural path parameters, and all are used to assess the overall quality of structural models (Koltun et al., 2023). The evaluation of the PLS model begins by determining the R-square value for each latent variable with a dependent role, an approach that mirrors the interpretation used in regression analysis.

$$\text{Question 2} = 1 - (1 - R1^2) \times (1 - R2^2)$$

The extent to which one or more independent latent variables affect the dependent latent variable can be measured by measuring how much the R-squared statistical shift is. The active relevance of Q-squared to construct models is also used to assess the benefits of PLS models in addition to more conventional R-squared analyses (Lei et al., 2023). Q-square quantifies the extent to which model estimates and parameters can describe the observed data (Ito et al., 2023).

RESULTS AND DISCUSSIONS

The analysis of the outer model assesses the relationship between each manifest variable and its corresponding latent variables. This includes the following tests:

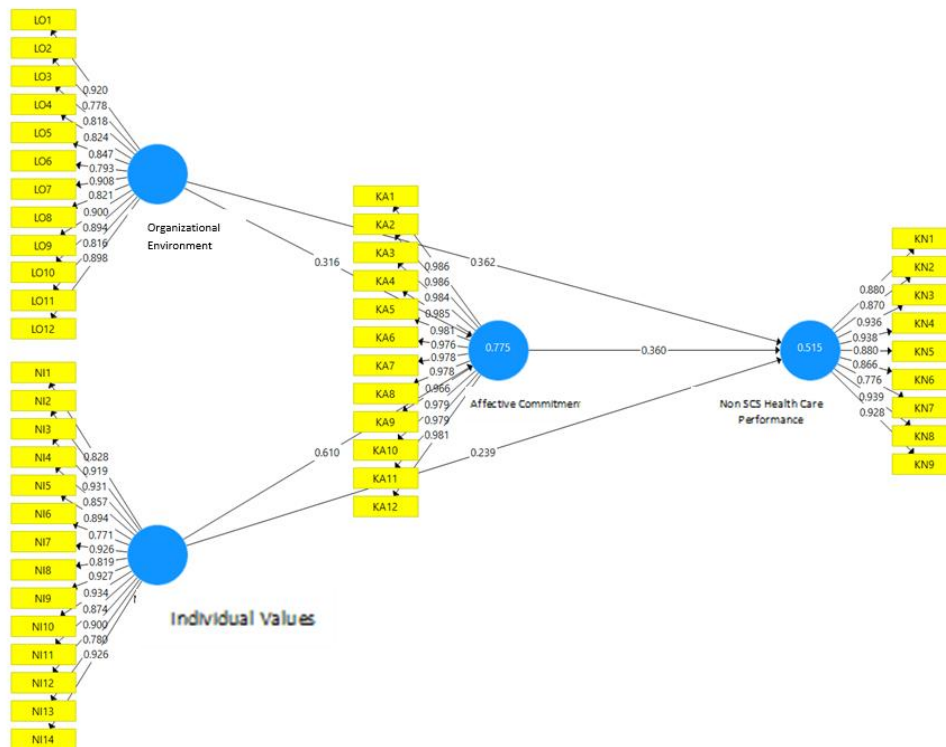
Convergent Validity. To determine the value of convergent validity, we must compare the loading factor of the latent variable with the value of the corresponding manifest variable (Mirmoezzi et al., 2023). In many cases, 0.6 is considered the minimum value for the loading factor because it corresponds to the point where the predicted value is greater than 0.7.

Reliability of discriminants. The value of the cross-loading factor, helps in determining whether a construct has sufficient discriminant, as determined by ensuring that the loading value on the targeted construct is greater than the value of loading with other constructions (Suseno et al. 2019; Klages et al., 2023). Average derivation variance (AVE). An AVE value > 0.5 should be anticipated. Finally, we have the concept of composite reliability. When the composite dependency is more than 0.7, we know that the data is very reliable. Alpha Cronbach, the fifth. Cronbach Alpha reinforces reliability analysis (Kato et al., 2023). The expected value is more than 0.6 across the board.

Convergent Validity Test Results

Convergent validity is assessed to verify the proposed relationships between observed variables and latent constructs. This involves comparing the scores of items or components with the scores of latent constructs or variables, derived using SmartPLS software, to evaluate the convergent validity within actual reflective measurement models. The loading factor values for each manifest variable, along with the results from the PLS SEM model analysis, are presented in Figure 2.

Figure 2.
Convergent Validity Test Results



Source: SmartPLS data processing results

Hypothesis Test

Using the P-Value, one can determine how likely a given hypothesis is to be true. If the P-Values are less than 0.05, then the research hypothesis is accepted.

SmartPLS uses bootstrapping to provide the P value of a model that has proven to be valid, reliable, and suitable for data. The bootstrap findings are shown in table 4.19 below.

Table 7.
Path Coefficients

	Original Sample (O)	Average Example (M)	Standard Deviation (STDEV)	T Statistik (O/STDEV)	P- value
Organizational Environment - > Affective Commitment	0.316	0.306	0.136	2.326	0.020
Individual Values -> Affective Commitment	0.610	0.620	0.137	4.459	0.000

	Original Sample (O)	Average Example (M)	Standard Deviation (STDEV)	T Statistik (O/STDEV)	P- value
Organizational Environment - > Performance of Non-ASN Health Services	0.362	0.159	0.120	2.348	0.018
Individual Value -> Performance of Non-ASN Health Services	0.239	0.258	0.109	2.200	0.028
Affective Commitment -> Performance of Non-ASN Health Services	0.360	0.345	0.144	2.496	0.013

Source: SmartPLS data processing results

After *the bootstrapping* process of the measurement model is carried out, the results of hypothesis testing are obtained as follows:

a. H₁: posits a significant impact of the Organizational Environment on Affective Commitment.

The path coefficient analysis reveals a relationship between the Organizational Environment and Affective Commitment with a coefficient of 0.316 and a P-Value of 0.020, which is less than the threshold of 0.05. This indicates a statistically significant influence of the Organizational Environment on Affective Commitment. The positive coefficient suggests that as the Organizational Environment improves, so does the level of Affective Commitment, leading to the acceptance of H₁.

b. H₂: hypothesizes a significant impact of Individual Values on Affective Commitment.

The analysis reveals a path coefficient of 0.610 from Individual Values to Affective Commitment, with a P-Value of 0.000, which is well below the 0.05 significance level. This finding confirms a statistically significant relationship between Individual Values and Affective Commitment. The positive coefficient indicates that an increase in Individual Values correlates with an increase in Affective Commitment, leading to the acceptance of H₂.

c. H₃: There is a significant influence of the Organizational Environment on the Performance of Non-ASN Health Workers

The analysis of the path coefficient between the Organizational Environment and the Performance of Non-ASN Health Workers yielded a result of 0.362 with a P-Value of 0.018, which is below the 0.05 threshold for significance. This indicates a statistically significant impact of the Organizational Environment on the Performance of Non-ASN Health Workers. The positive coefficient demonstrates that improvements in the Organizational Environment are associated with enhanced Performance of Non-ASN Health Workers, thereby leading to the acceptance of H₃.

d. H₄: There is a significant influence of Individual Values on the Performance of Non-ASN Health Workers

The path coefficient analysis between Individual Values and the Performance of Non-ASN Health Workers reveals a coefficient of 0.239 with a P-Value of 0.028, falling below the 0.05 significance level. This result signifies a meaningful relationship between Individual Values and the Performance of Non-ASN Health Workers. Given the positive coefficient, an increase in Individual Values correlates with an improvement in the Performance of Non-ASN Health Workers, leading to the acceptance of H₄.

e. H5: There is a significant influence of Affective Commitment on the Performance of Non-ASN Health Workers

The path coefficient analysis examining the relationship between Affective Commitment and the Performance of Non-ASN Health Workers shows a coefficient of 0.360 with a P-Value of 0.013, indicating significance below the 0.05 threshold. This demonstrates a significant positive impact of Affective Commitment on the Performance of Non-ASN Health Workers. The positive coefficient indicates that an increase in Affective Commitment leads to enhanced Performance among Non-ASN Health Workers, thereby leading to the acceptance of H₅.

DISCUSSIONS

The Effect of the Organizational Environment on Affective Commitment

The initial hypothesis assessed whether the Organizational Environment positively influences Affective Commitment. Findings from this study confirm that the Organizational Environment indeed exerts a positive impact on Affective Commitment (Suseno, 2019; Karim, 2023). This proves that the higher the Organizational Environment in an organization, the higher the Affective Commitment. In addition, a supportive, empowering and fair leadership style can increase emotional commitment so that an effective organizational environment can be created (Kovacevic et al., 2023). Positive interpersonal relationships at work, social support from superiors and coworkers greatly influence affective commitment (Muñoz et al., 2022). Organizations that support a balance between employees' work life and personal life can increase employee affective commitment (Kaur Bagga et al., 2023). Organizations that are able to create a positive work environment and support all employee activities will increase the level of affective commitment among employees (Suseno et al. 2029; Kovacevic et al., 2023).

The findings of this study are in line with previous research conducted (Ali et al., 2023) which stated that the Organizational Environment has a positive and significant effect on Affective Commitment. In this case, opportunities for career development and opportunities to increase competence can motivate employees to be more emotionally attached to the organization so that affective commitment is carried out well (Haffar et al., 2023). However, it is not in line with the results of (Srimulyani et al., 2023) that there is no influence of the Organizational Environment on Affective Commitment. There are several factors that cause the organizational environment to have no influence on affective commitment, one of which is the level of task uncertainty in the organization (Suseno and Dwiatmadja, 2016; Muñoz et al., 2022).

The Influence of Individual Values on Affective Commitment

The second hypothesis testing is whether Individual Values positively affect Affective Commitment. The findings of this research clearly demonstrate that Individual Values have a positive influence on Affective Commitment (Bayu et al., 2023). The influence of personal values on affective commitment refers to the relationship between personal values and the level of affective or affective commitment in an organization or company (Lei et al., 2023). Affective commitment is one dimension of the concept of organizational commitment which includes positive emotions, attachment, and the desire to continue to contribute to the work environment (Chilakamarri, 2023). Perceptions of justice in an organization can also influence affective commitment (Karim, 2023). When individuals feel that the organization treats them fairly in accordance with the values espoused by the organization, they may be more susceptible to emotions so that affective commitment to the company works well (Mahpudin and Suseno, 2022; Ballerini et al., 2023).

The findings of this study are in line with previous research conducted by (Negeri & Ji, 2023) which stated that Individual Values have a significant positive effect on Affective Commitment. In this case, individuals can identify themselves with the goals, vision and values of the organization which can increase higher affective commitment so that the goals of the organization or company run well. However, it is not in line with the results of (Costello et al., 2023) research that there is no significant influence between Individual Values on Affective Commitment. When a person's values align with the organization's values, they tend to feel an emotional connection to the company. However, differences in values can give rise to value conflicts and reduce the level of emotional commitment, causing individual values to have no effect on affective commitment (Sui et al., 2023)

Effect of Organizational Environment on the Performance of Non-ASN Health Workers

The third hypothesis testing is whether the Organizational Environment has a positive effect on the Performance of Non-ASN Health Workers. This study's findings conclusively show that the Organizational Environment positively impacts the Performance of Non-ASN Health Workers (Leka et al., 2023). Corporate culture reflects the values, norms and attitudes adhered to by an organization (Kaur Bagga et al., 2023). One aspect of the work environment that influences the performance of health workers is an organizational culture that supports collaboration, open communication and empowerment which can improve the performance of health workers (Lewis et al., 2023). An environment that promotes interprofessional collaboration can increase service satisfaction, which means the performance of health workers is very good (Smith et al., 2023; Sahetapy & Jesajas, 2023).

The conclusions of this study align with the results of prior research in the field by (Siraj & Hågen, 2023) which stated that the Organizational Environment has a significant positive effect on the Performance of Non-ASN Health Workers. A comfortable and safe physical environment can influence the mental and physical well-being of workers, good working environmental conditions can improve the performance of medical personnel on duty (Sarfabadi et al., 2023). However, it is not in line with the results of research by (Smith et al., 2023) that the attitude of creativity and innovation does not affect the performance of Non-ASN Health Workers. One aspect that results in the organizational environment not having an effect on performance is the lack of adequate medical facilities and equipment, resulting in fatigue and discomfort for working medical staff (Putra and Suseno, 2022; Ito et al., 2023).

The Effect of Individual Values on the Performance of Non-ASN Health Workers

The fourth hypothesis examined in this study investigates the positive influence of Individual Values on the Performance of Non-ASN Health Workers. The results of this study prove that Individual Values have a positive effect on the Performance of Non-ASN Health Workers (Sui et al., 2023; Suseno and Mukhlis, 2023). Professional ethical values such as honesty, integrity, and responsibility are essential to the performance of health professionals. Strong ethics motivate health workers to provide quality medical services (Kovacevic et al., 2023). Good leadership can also improve the coordination and efficiency of medical personnel in providing the best service to patients (Pedersen et al., 2023).

The findings of this study are in line with previous research conducted by (Kurniawanti et al., 2023) which states that Individual Values have a significant positive effect on the Performance of Non-ASN Health Workers. Health professionals who are open to advances in science and technology can provide more up-to-date and effective services. And values such as a passion for learning and innovation can also improve the performance of health workers (Costello et al., 2023). However, it is not in line with the results of research by (Tsai et al., 2023) that Individual

Values do not affect the Performance of Non-ASN Health Workers. This research suggests that external factors such as the work environment, working conditions, and organizational support may have a greater impact on health worker performance than individual values (Ito et al., 2023). These factors may include heavy workload, lack of resources, inadequate administrative support, etc (Hamada et al., 2023, Sururi, 2023).

The Effect of Affective Commitment on the Performance of Non-ASN Health Workers

The fifth hypothesis explored in this study assesses the impact of Affective Commitment management on enhancing the Performance of Non-ASN Health Workers. This study's findings demonstrate that effectively managing Affective Commitment positively influences the Performance of Non-ASN Health Workers (Haffar et al., 2023; Wulandarari, et al., 2024). Health workers who feel emotionally connected to their work and organization tend to be more enthusiastic and involved in their work. This can improve the overall level of performance (Siraj & Hågen, 2023). Health workers who have high affective commitment can persist and be loyal in their work (Gomes et al., 2023).

The results of this study support the findings of (Srimulyani et al., 2023) which prove that Affective Commitment has a positive effect on the Performance of Internal Non-ASN Health Workers. Affective commitment can provide motivation for health workers to provide better health services so that they can improve overall performance. Meanwhile, in the research of (Smith et al., 2023) stated that the findings revealed that there was no significant influence between affective commitments on the performance of non-ASN health workers. Health worker performance is often more influenced by job demands, time pressure, and task priorities than by emotional commitment (Karim, 2023). In emergency or intensive work situations, these factors can have a greater impact than emotional involvement, this is one of the reasons affective commitment has no influence on the performance of health workers (Gomes et al., 2023).

CONCLUSIONS

The analysis of the five hypotheses reveals significant direct and indirect effects, indicating that performance variables effectively mediate the relationship between the organizational environment and individual values on affective commitment. These findings underscore the role of affective commitment in influencing health workers' performance, highlighting the importance for hospitals to foster a positive organizational environment and cultivate individual values. Such an approach, encompassing motivation, behavior, employee perceptions, and effective teamwork, enhances work performance. Consequently, this leads to increased satisfaction for both the hospital and its patients, who benefit from quality services provided by dedicated health workers.

Impication

This study aims to serve as a foundation for future research, offering insights into areas for improvement given its focus on the organizational environment, individual values, affective commitment, and health workers' performance. However, it acknowledges its limitations by not addressing other influential factors such as organizational culture and leadership style. It is hoped that subsequent studies will expand on these areas to provide a more comprehensive understanding of what influences health workers' performance.

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