

The Influence of Grit on Nurse Performance with Job Satisfaction and Organizational Commitment as Mediator Variables at X Hospital in South Sumatra

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ABSTRACT

This study aims to analyze the impact of grit on job satisfaction, organizational commitment, and nurse performance, as well as the effect of grit on nurse performance mediated by job satisfaction and organizational commitment. The study adopts a quantitative descriptive approach with a cross-sectional design. Data were collected through a survey method using a questionnaire, and the sample was purposively selected, consisting of 230 nurses working at RS X, South Sumatra. Data processing and analysis were conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. The results indicate that grit has a positive and significant direct effect on job satisfaction, organizational commitment, and nurse performance. The study also demonstrates that grit positively and significantly influences nurse performance, partially mediated by job satisfaction, while organizational commitment shows an insignificant effect in mediating the relationship between grit and nurse performance. The managerial implications of this study suggest the need for evaluation the factors that improve nurse performance at RS X, South Sumatra.

Keywords: grit, job satisfaction, organizational commitment, nurse performance

INTRODUCTION

Nurse performance is an important element in the health care system in Indonesia. As the frontline in providing health services, nurses interact directly with patients, provide the necessary care, and monitor the development of their conditions. Improving nurse performance is crucial because it directly affects the quality of service and patient satisfaction, and ensures that patients receive quality services.

As the need for health services increases, the demand for nursing staff globally has also increased significantly (Drennan & Ross, 2019). The World Health Organization (WHO) reported in 2024 that there were 29 million nurses worldwide (WHO, 2024). In Indonesia, based on a report from the Ministry of Health of the Republic of Indonesia, the number of nurses in 2023 reached 583,348, or 28.07% of the total health resources in this country (Kemenkes, 2023). Of that number, 364,254 nurses work in hospitals or 55.56% of the total health workers

in hospitals. This data shows that the number of nurses is greater than other professional health workers.

Although nurses are the largest group of health workers in the Indonesian health care system, the number of nurses is still inadequate to handle the increasing number of patients. The condition of nursing personnel in Indonesia can be seen from the ratio of nurses to the population. According to the Ministry of Health of the Republic of Indonesia (Kemenkes, 2022), the ratio of nurses in Indonesia is 2.4 nurses per 1,000 people, which means that for every 1,000 people in the population, there are an average of 2.4 nurses on duty. Although the number of nurses in Indonesia has increased significantly in recent years, the ratio data shows that the number of nurses is still relatively low when compared to the WHO standard to meet the Sustainable Development Goals (SDGs), which recommends a minimum ratio of 4.45 nurses per 1,000 people (WHO, 2016). In this context,



this ratio reflects the challenges in providing adequate health services, especially in underserved areas. In addition, this condition also creates a high workload for nurses.

The prevalence of occupational stress in nurses varies across countries. The prevalence of occupational stress among nurses varies worldwide, ranging from 9.2% to 75.0%. For example, studies in the UK and Nigeria showed a prevalence rate of 68%, while in Ghana it was recorded at 75% (Dartey et al., 2023). The main factors causing occupational stress in nurses include placement in busy departments (such as the ER/ICU), inadequate salary, excessive workload, and so on (Dartey et al., 2023). The PPNI survey noted that 50.9% of nurses experienced stress due to workload (Mindayani et al., 2024).

Data on nurse performance in Indonesia can be seen from several recent research results by Zuhra & Muryani (2018) which show that nurse performance at Syafira Hospital Pekanbaru is classified as sufficient (63.6%). Toto Kabila Hospital, Bone Bolango Regency also shows that only 25.5% of nurses have good performance, while 74.5% are classified as poor (Buheli, 2019). In the period 2010-2015, data from the Indonesian National Nurses Association recorded approximately 485 cases of malpractice in the field of nursing in Indonesia, including 357 cases of administrative malpractice, 82 cases of civil malpractice, and 46 cases of criminal malpractice involving elements of negligence (Dhamanti et al., 2024).

High workload is a major challenge for nurses in carrying out their duties. Excessive workload can cause stress, sleep disturbances, decreased motivation and performance, resulting in increased turnover (An et al., 2022; Ren et al., 2024; Wu et al., 2024). Several empirical studies have shown the negative impact of workload on employees in various hospitals in Indonesia (Kurniawati et al., 2023; Pamungkas et al., 2022; Permadi et al., 2023). This is especially true when hospitals face an increasing number of patients coming for treatment and requiring special care (Wulandari et al., 2023). Therefore, amid the increasing number of nurses to support the availability of

service resources, hospital management needs to be aware of and address the needs of nurses so that they can continue to work, increase job satisfaction, and strengthen their commitment to the organization, which in turn can improve their performance.

Nurse performance is one of the important factors in providing health services in hospitals. The increasing demand for health services and the shortage of nursing staff require better nurse performance (Drennan & Ross, 2019). This is because nurse performance is a measure of how good the quality of service is provided (Gunawan et al., 2019). According to Sureskiarti et al. (2020), nurse performance is a work achievement demonstrated by nurses in carrying out their duties as nursing care providers so as to produce good output to customers, both organizations, clients, and nurses themselves. Cha & Sung (2020) emphasized that the implementation of this nursing care must be carried out efficiently based on the knowledge and special experience possessed by nurses.

Nurse performance is greatly influenced by the Grit they have in carrying out their work. Grit is the ability to persist, have enthusiasm, and be committed to achieving long-term goals regardless of the difficulties or challenges faced (Terry & Peck, 2020). According to Safariningsih et al. (2022), the concept of Grit includes characteristics possessed by employees, which encourage them to work tenaciously and enthusiastically in achieving challenging goals, persevere, and maintain a high interest in the work for a long period of time. Despite facing failures, obstacles, and barriers, someone who has grit will remain stable and focused in their efforts to achieve success. In this context, nurses who have a high level of grit can work consistently to achieve their goals, which in turn results in high performance in providing health services (Cho & Kim, 2022).

Liu et al. (2024) explained that grit can generate high enthusiasm, so that nurses do not experience burnout quickly at work, have stable conditions, and high resilience, all of which have a positive impact on their performance. This relationship is also supported by a number of

empirical studies that found that the grit possessed by nursing staff can affect their performance (Cho & Kim, 2022; Winayanti, 2019). For example, Burke et al. (2022) found that perseverance and passion are indicators of grit that play an important role in improving nurse performance.

Grit is also an important factor in determining nurse job satisfaction. In an organization, employee job satisfaction is a vital component that needs to be maintained continuously, because dissatisfaction with work can have an impact on the intention to leave the organization (turnout intention). Grit plays an important role for nurses in facing challenges and stress that often arise in a dynamic work environment. Yang et al. (2023), explained that with a high level of grit, nurse job satisfaction can increase. In other words, nurses who have high grit tend to be more satisfied with their jobs (Anindhyta & Yudianto, 2022). Nurse satisfaction with their work can reduce the risk of turnover and increase the stability of the workforce in the hospital. Therefore, management attention to nurse satisfaction is very important in preventing turnout intention and keeping nurses from quitting their jobs (Masum et al., 2016).

Job satisfaction is generally defined as an employee's attitude towards the work they do (Robbins & DeCenzo, 2013). Meanwhile, in the context of nurses, job satisfaction refers to a positive feeling experienced by nurses towards their profession (Yang et al., 2023). Nurse job satisfaction plays an important role in creating a healthy work atmosphere, which in turn can have a positive influence on performance. Therefore, job satisfaction is often associated as a predictor of performance in many scientific studies (Dinc et al., 2018a). In this context, nurses who are satisfied with their jobs tend to be more productive, innovative, and show better performance. Research conducted by (Wahyuhadi et al., 2023) at a hospital in Indonesia showed that satisfaction with salary and supervision, work as a nurse, promotion, and relationships with coworkers significantly affected nurse performance. In addition to having a direct impact on performance, job

satisfaction, along with grit, also affects nurse performance. (Cho & Kim, 2022) found that nurses with high levels of grit tend to be more satisfied with their work, which has positive implications for their performance.

The relationship between nurses and the hospital as the organization where they work is an important aspect in achieving organizational goals. In this context, grit plays a role as an important element needed by nursing staff to strengthen their commitment to the organization. According to Nisar et al. (2020), employees who have higher grit will pursue personal and organizational goals and persist over time, and are committed to remaining in the same organization or the same job. Cho & Kim (2022) explained that increasing grit in nurses can strengthen organizational commitment by encouraging continued focus on work and a deep interest in the goals to be achieved. A study conducted by (Nahar & Rahmani, 2023) showed that there was a positive and significant effect of grit on organizational commitment, which means that the higher the grit a nurse has, the greater their commitment to the organization. However, on the other hand, (Beaudoin, 2021) concluded that there was no significant effect between grit and employee commitment to the organization and the greater a person's grit did not determine their commitment to the organization where they worked. Therefore, it is important to analyze the relationship between grit and organizational commitment at Hospital X to determine whether there are differences in nurses' commitment to the organization based on demographics and nurse characteristics.

Organizational commitment refers to the extent to which employees identify with and are involved with the organization in which they work (Fantahun et al., 2023). In other words, organizational commitment is an attitude that reflects an individual's recognition and attachment to the organization itself. A person with a high level of commitment tends to see themselves as a true member of the organization. Conversely, a person with low organizational commitment tends to see themselves as an outsider, and does not see

themselves as a member of the organization for a long period of time (Griffin, 2022). According to Gregoriou et al. (2023), employees' understanding of the organization determines their level of commitment and influences their intention to stay in their jobs or leave their jobs. Organizational commitment is an important factor that influences nurse performance. Research conducted by Katoda et al. (2024) found that the higher the organizational commitment of nurses, the higher their performance. On the other hand, Rofiqi et al. (2019) elaborated organizational commitment as the perception of nurses resulting from the extent to which hospital management supports them while working in the hospital, in the form of leadership implementation, compensation, career development, organizational climate, spiritual health and learning organization.

In determining the performance of nurses, organizational commitment is influenced by the grit possessed by the nurses themselves. Credé et al. (2017) explained that employees who have high grit are seen as more capable of mobilizing their abilities to work because they are not easily distracted by short-term goals and are relatively less easily discouraged by failures and obstacles that are usually faced in work. Thus, nurses who have high grit can maintain enthusiasm and perseverance in providing health services, which ultimately contributes to performance and quality of service.

Research on nurse performance is an important domain because it reflects the quality and outcomes of services received by patients (Wang et al., 2023). Therefore, research related to key factors that contribute to employee performance is crucial as empirical information for health care providers in an effort to improve service quality and anticipate high turnover of health workers in the health industry. One of the influential factors is grit, which includes perseverance and passion. Grit helps employees to work hard and remain consistent in their efforts, and maintain interest in their work despite challenges and failures (A. Duckworth, 2016). Although grit has the potential to improve employee performance

directly and indirectly, research on this topic is still limited in Indonesia.

Based on this, this study aims to examine the direct influence of grit, job satisfaction, and organizational commitment on nurse performance at Hospital X. In addition, this study also explores the role of job satisfaction and organizational commitment in mediating the relationship between grit and nurse performance. By exploring the concept of grit and its direct and indirect relationship to nurse performance, this study fills the gap in the literature on grit in the context of health care in Indonesia, especially at Hospital X. The mediating role of job satisfaction and organizational commitment in the relationship between grit and nurse performance has also not been widely studied in the health sector in Indonesia, so this study presents a new research through empirical evidence regarding the importance of both factors. The results of this study are expected to provide a significant contribution to the management of Hospital X in developing more effective strategies to improve nurse performance and, in turn, improve service quality.

METHOD

The object of this study is nurse performance, which is influenced by several main factors, namely grit, job satisfaction, and organizational commitment. In addition, the role of job satisfaction and organizational commitment is also explored to mediate the relationship between grit and nurse performance at Hospital X, South Sumatra. The unit of analysis in this study is an individual, namely a nurse who is working at Hospital X, South Sumatra. Data from each nurse was taken and collected as a primary data source in this study. This research can be categorized as quantitative descriptive and cross-sectional research.

A sample is a subset of a population (Thacker, 2020). Samples in the PLS-SEM model generally use a rule of thumb of 10 times the maximum number of arrows pointing to the latent variable. However, (Hair et al., 2019) explain that although this rule provides a general guideline for determining the minimum

sample, the minimum sample size requirement should consider the statistical power of the estimate using the inverse square root method. Therefore, sample determination in research uses the inverse square root method (Kock & Hadaya, 2018). If we assume a predictive power of 80% with a significance of 5% (0.05) and a minimum path coefficient value of 0.2, then the estimated minimum number of samples in this study is 155 samples or respondents.

The method used in sampling is purposive sampling. The purposive sampling process is carried out based on the specified criteria (O'Dwyer & Bernauer, 2013). Therefore, this study determines the sampling criteria, which include: (1) Nurses working at Hospital X; (2) Nurses who have more than 6 months of work experience; (2) Nurses from all departments/units; (3) Willing to fill out the questionnaire. The measurement scales for grit, job satisfaction, organizational commitment, and nurse performance were adapted from previous research (Al-Haroon & Al-Qahtani, 2020; Cho & Kim, 2022; A. L. Duckworth & Quinn, 2009; Yang et al., 2023). The purpose of this survey is to obtain primary data directly from respondents, who can fill out a questionnaire using Google Form. The form will be distributed to nurses as respondents, which contains a

series of questions or written statements to be answered by respondents.

In this study, data analysis was carried out using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method, which is supported by SmartPLS 4.0 software. This method was chosen because of its predictive ability in testing the relationship between constructs and observed variables (Henseler & Schuberth, 2023).

RESULT and DICUSSION

Respondent Characteristics

Respondents in this study consisted of 68 male nurses (29.57%) and 162 female nurses (70.43%). Based on age characteristics, the majority of respondents were between 30-39 years old, which was 112 people (48.70%), followed by the 19-29 age group with 76 respondents (33.04%), 40-49 years old with 40 respondents (17.39%), and 2 respondents over 50 years old (0.87%). Based on the demographic data of respondents, the majority of nurses had a working period of more than 1 year (187 respondents or 81.30%), while nurses with a working period of less than 1 year numbered 38 respondents (16.52%).

RESEARCH RESULT

Validity And Reliability

Tabel. 1 Validity And Reliability Testing

Item and Constructs	Outer Loading	Item and Constructs	Outer Loading
Nurse Performance (CA= 0.948, CR= 0.949, AVE= 0.681)			
KP1	0.805	KP6	0.834
KP2	0.807	KP7	0.780
KP3	0.832	KP8	0.857
KP4	0.790	KP9	0.861
KP5	0.854	KP10	0.830
Grit (CA= 0.887 CR= 0.887, AVE= 0.640)			
GR1	0.728	GR4	0.827
GR2	0.818	GR5	0.801
GR3	0.819	GR6	0.804
Job Satisfaction (CA= 0.910, CR= 0.914, AVE= 0.650)			
KK1	0.775	KK6	0.767
KK3	0.784	KK8	0.824
KK4	0.809	KK9	0.890
KK5	0.790		
Organzational Commitment (CA= 0.909, CR= 0.918, AVE= 0.647)			
KO5	0.789	KO12	0.812
KO6	0.816	KO13	0.846

Item and Constructs	Outer Loading	Item and Constructs	Outer Loading
KO9	0.720	KO14	0.813
KO11	0.828		

Notes: CR= Composite Reliability; AVE= average variance extracted.

Indicator Reliability Testing was conducted to determine whether the loading factor of each questionnaire item could be considered reliable for use in this study. There were 45 indicators tested. However, 15 indicators did not meet the testing criteria because they had loading values <0.708. These indicators are GR7, GR8, GR9, GR10, GR11, GR12, KK2, KK7, KO1, KO2, KO3 KO4, KO7, KO8 and KO10. Therefore, as stated by Hair et al. (2019), items that did not meet the criteria were removed from the analysis. Table 1 shows the loading values of each updated item. Table 1 shows that after removing indicators that do not meet the testing criteria, the indicators used in this study become 30. All of these indicators have loading values > 0.708. Thus, the results of this test indicate that all indicators are reliable and can be used for further analysis.

Table 1 shows that the variables grit, job satisfaction, organizational commitment and nurse performance have Cronbach's alpha values > 0.70, with a range between 0.887 and 0.949. Likewise, the composite reliability value for each construct is > 0.70. Thus, all variables in this study can be considered reliable, which supports the validity of the instrument used.

Table 1 shows the results of the Average Variance Extracted (AVE) analysis for each variable in this study. All variables have an AVE value ≥ 0.50 , which indicates good convergent validity. The AVE value for the grit variable is 0.640, while for the job satisfaction variable it is 0.650. The organizational commitment variable has an AVE value of 0.647 and the nurse performance variable obtained an AVE value of 0.681. Thus, all variables used in this study can be declared valid.

Discriminant Validity

Table 2. Discriminant Validity

	Grit	Job Satisfaction	Nurses Performance	Organizational Commitment
Grit				
Job Satisfaction	0.709			
Nurses Performance	0.729	0.625		
Organizational Commitment	0.515	0.688	0.430	

The results of the HTMT analysis show that all constructs in this study have good discriminant validity with HTMT values for all variables <0.85. Thus, all constructs in this study can be clearly identified and do not

overlap, which supports the discriminant validity of the measurement instruments used.

Inner Model

Variance Inflation Factor

Table 3. Variance Inflation Factor

	VIF
Grit → Job Satisfaction	1.000
Job Satisfaction → Nurses Performance	2.212
Grit → Organizational Commitment	1.000
Organizational Commitment → Nurses Performance	1.681
Grit → Nurses Performance	1.717

Variance Inflation Factor (VIF) testing is a prerequisite in testing structural models in research using the PLS-SEM model. The results

of the inner VIF test in this study can be seen in the table above. Based on Table 3, the inner VIF value for all relationships between constructs

shows a value <3, with a range of inner VIF values between 1,000 to 2,212. These results conclude that there is no multicollinearity problem among the predictor variables in the model.

R Square

Table 4. R Square

Variable	R Square	R Square Adjusted
Job Satisfaction	0.410	0.407
Nurse Performance	0.492	0.486
Organizational Commitment	0.223	0.220

Based on the analysis results, the adjusted R² value for job satisfaction is 0.407, indicating that 40.7% of job satisfaction variability can be explained by the grit variable, while the remaining 59.3% is explained by other variables not included in the model. For organizational commitment, the adjusted R² value of 0.220 indicates that 22% of the organizational commitment variability is explained by the grit variable, while the remaining 78% is explained by other factors outside the model. Finally, the adjusted R² value for the nurse performance variable is 0.486, indicating that 48.6% of the

Coefficient of Determination (R²) in PLS-SEM is used to explain how well the structural model built can explain the variance of endogenous (dependent) variables. The adjusted R² value is used to explain how strongly the exogenous variables explain the endogenous variables in the model.

nurse performance variable can be explained by the grit variable, while the remaining 51.4% is explained by other factors not included in this study. Overall, the adjusted R² value is in the range of 0.220-0.486, which is included in the weak predictive accuracy category.

Q Square

Predictive relevance Q² testing using blindfolding procedure is conducted to evaluate the quality of model prediction internally. If Q² value > 0, then the model is considered to have good predictiveness towards endogenous variables.

Table 5. Q Square

Variable	Q Square
Job Satisfaction	0.256
Organizational Commitment	0.126
Nurses Performance	0.330

Based on the table above, the Q² value for the job satisfaction variable of 0.256 indicates that the model has medium predictive relevance, which means the model can explain some of the variability in nurses' job satisfaction. The Q² value for the organizational commitment variable of 0.126 indicates small predictive relevance, which indicates that the model is only able to predict a small portion of the variability in organizational commitment. This suggests that other factors may have a more significant

influence on organizational commitment. The Q² value for the nurse performance variable is 0.330 (medium predictive relevance), which means the model is quite effective in predicting nurse performance. Overall, the results of the Q² test indicate that the model's predictive ability varies between variables, with nurse performance having greater predictive relevance compared to job satisfaction and organizational commitment.

Hypothesis Testing

Table 6. Hypothesis Testing

	Standard Coefficient	T Statistics	P Value	Decision
Grit → Job Satisfaction	0.640	14.065	0.000	Accepted
Job Satisfaction → Nurses Performance	0.261	2.797	0.005	Accepted
Grit → Organizational Commitment	0.472	9.244	0.000	Accepted



	Standard Coefficient	T Statistics	P Value	Decision
Organizational Commitment → Nurses Performance	0.011	0.813	0.855	Rejected
Grit → Nurses Performance	0.499	6.620	0.000	Accepted
Grit → Job Satisfaction → Nurses Performance	0.167	2.665	0.008	Accepted
Grit → Organizational Commitment → Nurses Performance	0.005	0.178	0.178	Rejected

The Effect of Grit on Job Satisfaction

The results of the data analysis showed that Grit has a positive and significant effect on job satisfaction with a t-statistic value = 14.065 ($t > 1.645$) and $p < 0.05$. This positive and significant relationship between grit and job satisfaction indicates that nurses who are able to demonstrate high grit are more likely to feel satisfied with their jobs. The path coefficient value of 0.640 indicates a positive relationship direction, which means that the greater the persistence of nurses' efforts at Hospital X, the greater their job satisfaction. This supports Hypothesis 1 (H1) proposed in this study, which states that grit has a positive and significant effect on nurses' job satisfaction.

The results of this study are in line with research conducted by (Kim et al., 2019), which found a positive and significant relationship between grit and job satisfaction. Other studies, such as those conducted by Hou et al. (2022) and Ramos-Vera et al. (2023), also show a significant effect of grit on nurses' job satisfaction. The results of this study confirm that Grit plays an important role in shaping nurses' attitudes towards their work, especially in facing challenges at work. Nurses who have grit show consistent perseverance in doing their work (Cho & Kim, 2022). The grit possessed by nurses at Hospital X makes them not give up easily even though they face heavy challenges or obstacles, such as heavy workloads, emotional stress from patient care, or job demands.

The Effect of Job Satisfaction on Nurse Performance

Job satisfaction is one of the important factors in the world of work that can affect nurse performance. Nurse job satisfaction is related to nurses' feelings about the intensity and pressure of work, relationships with superiors

and coworkers, relationships with coworkers, remuneration, promotion and overall satisfaction (Yang et al., 2023). The results of the study showed that job satisfaction had a significant effect on nurse performance at Hospital X (t-statistics = 2.797 > 1.645 and $p < 0.05$). The relationship between job satisfaction and nurse performance shows a positive correlation. The path coefficient value of 0.261 indicates that the higher the level of nurse job satisfaction, the better their performance. Thus, Hypothesis 2 is supported.

The results of this study are in line with empirical research conducted by Diana et al. (2021) and Ibrahim et al. (2023), which revealed a positive and significant relationship between job satisfaction and nurse performance. Thus, changes in the level of job satisfaction can have a significant impact on improving nurse performance. Research conducted in several hospitals in Indonesia also found the same results, that nurses who are satisfied with their work show better performance (Firmanda et al., 2023; Ismainar et al., 2021; Mukhofi et al., 2024).

Job satisfaction is a key factor in improving nurse performance. Job satisfaction is a pleasant or positive feeling resulting from an assessment of one's work or work experience (Geta et al., 2021). Satisfied nurses are more motivated to work better, increasing productivity and quality of service. High job satisfaction not only improves nurse performance but can also affect the overall quality of health services. Conversely, job dissatisfaction can negatively affect nurse performance, causing decreased productivity and decreased quality of interactions with patients. In the context of Hospital X, nurse job satisfaction is supported by good relationships and a supportive work environment for carrying out their work.

Descriptive analysis shows that nurses at Hospital X feel supported and appreciated by their superiors and colleagues, and they feel comfortable working with their colleagues. Therefore, nurse satisfaction should be a primary focus for hospital management. By maintaining a supportive work environment, providing appropriate rewards, and providing opportunities for nurse professional development, hospitals can improve nurse job satisfaction, which will ultimately contribute to improving their performance and the quality of services provided to patients.

The Effect of Grit on Organizational Commitment

The results of the analysis show that grit has a positive and significant influence on organizational commitment with t-statistics = 9.244 ($t > 1.645$) and $p < 0.05$. The significant relationship between grit and organizational commitment indicates that nurses who are able to demonstrate high effort persistence have a strong commitment to the organization where they work. The path coefficient value of 0.472 indicates a positive relationship. This means that the greater the grit of nurses at Hospital X, the stronger their commitment to the organization. Thus, H3 is supported.

The results of this study are in line with empirical research conducted by Cho & Kim (2022), and (Nahar & Rahmani, 2023) which stated that the grit possessed by nurses forms a strong commitment of nurses to the organization. High grit reflects the nurse's desire to remain in the hospital and their ability to work consistently in the long term, despite facing various challenges and obstacles that may arise during the work process. An employee who has grit tries harder in his work and does not give up, so that their commitment to the organization is much higher than employees with low grit (Nisar et al., 2020). Therefore, efforts to maintain organizational commitment can be focused on developing the consistency of nurse grit in work. This finding also supports the importance of grit in strengthening organizational commitment among nursing staff.

The Effect of Organizational Commitment on Nurse Performance

The results of the hypothesis testing showed that organizational commitment did not have a significant effect on nurse performance. With a t-statistics value = 0.011 ($t < 1.645$) and $p > 0.05$, hypothesis 4 was not supported. This finding shows that although organizational commitment is an important factor in management theory, its effect on nurse performance in the context of this study was not proven to be significant. This is confirmed by research conducted by Bagis (2022) and (Mulyantini, 2021), which found that organizational commitment did not have a significant effect on nurse performance in hospitals. The results of this study contradict most studies that find a positive and significant relationship between organizational commitment and nurse performance (Aminuddin et al., 2023; Katoda et al., 2024).

Organizational commitment is an important factor in hospital management because it is seen as being able to encourage employees to behave more productively, loyally, and oriented towards organizational goals. In the context of nurses, organizational commitment is seen as being able to encourage them to provide better services, contribute to organizational success, and increase patient satisfaction. However, although organizational commitment is often considered a major driver of performance, empirical findings in this study indicate that the relationship between organizational commitment and nurse performance does not work as expected. Hospital management's recognition of the role and contribution of nurses in the organization is a major factor influencing their perception of the organization, and thus, impacting their commitment to the organization (Fantahun et al., 2023). Descriptive analysis shows that nurses at Hospital X have low commitment to the organization, especially emotional attachment to the hospital where they work. On the other hand, although nurses may feel committed to the hospital where they work, its direct influence on their performance is often reduced by various other factors and is indirect. In this case, job satisfaction plays a bigger role in determining how a nurse carries out their daily duties, which in turn impacts their performance.

The Effect of Grit on Nurse Performance

The results of the data analysis show that Grit has a positive and significant effect on Nurse Performance ($t = 6.620$, and $p < 0.05$), so H5 is supported. The path coefficient value of 0.499 indicates a positive relationship direction and emphasizes that the higher the persistence of nurses' efforts at Hospital X, the higher their performance. These results are in line with empirical research conducted by Cho & Kim (2022) and Liu et al. (2024), which found a positive and significant relationship between grit and nurse performance.

Nurses with high grit tend to stay focused and work with dedication, even when facing stressful or difficult situations. This perseverance allows them to complete tasks with good quality, even in challenging conditions, such as high workloads or emotional stress that often occur in hospital environments. On the other hand, grit also encourages nurses to stay focused on long-term goals, namely providing the best care for patients, and to continue to grow in their professional careers. The results of this study indicate that grit is an important factor that can improve the quality of care and work outcomes of nurses. Therefore, developing grit can help improve nurse performance significantly, which in turn will improve the quality of services in hospitals.

The Effect of Grit on Nurse Performance Mediated by Job Satisfaction

The results of the study indicate that grit has a positive and significant effect on nurse performance, which is mediated by job satisfaction. The results of the structural model test show a t -statistics value = 2.665 and $p < 0.05$, which indicates that H6 is supported. The direction of this relationship is positive as evidenced by the path coefficient value of 0.167. This means that the higher the nurse's grit, the higher their job satisfaction, which in turn improves performance. The findings of this study are in line with research conducted by (Cho & Kim, 2022) which explains that job satisfaction can act as a partial mediator to strengthen the relationship between grit and nurse performance.

The results of this study explain that nurses who have high levels of grit tend to be more satisfied with their jobs, because grit reflects perseverance and consistency in facing work challenges. Nurses who are satisfied with their jobs tend to work better, give their best effort to the organization, and carry out their duties sincerely. This leads to an increase in the quality of care they provide to patients, which ultimately improves their overall performance.

The Effect of Grit on Nurse Performance Mediated by Organizational Commitment

The results showed that grit did not significantly affect nurse performance, which was mediated by organizational commitment. Structural model analysis showed an insignificant relationship between effort persistence and nurse performance through organizational commitment with a path coefficient value = 0.005, t -statistics = 0.178 and $p < 0.05$. Thus, H7 is not supported.

The results of this study differ from the empirical research conducted by (Cho & Kim, 2022) which concluded that grit has a positive and significant effect on nurse performance through organizational commitment. On the contrary, the results of this study illustrate that organizational commitment is not significant as a mediator in strengthening the relationship between grit and nurse performance. In this context, although organizational commitment is often considered an important factor in encouraging employees to improve their performance, in the context of this study, organizational commitment is not strong enough to mediate the relationship between grit and nurse performance. In addition to job satisfaction, other factors such as perceived social support and self-esteem have been shown to play a greater role as mediators in the relationship between grit and nurse performance (Liu et al., 2024). The results of this study provide an illustration that nurses who are diligent and have an interest in their work and career may not feel emotionally or professionally attached to the organization where they work, which ultimately reduces the role of organizational commitment in improving performance.

CONCLUSION

This study concluded that grit each has a positive effect on job satisfaction, organizational commitment and nurse performance. Job satisfaction has a positive effect on nurse performance but organizational commitment does not have a significant effect on nurse performance. Job satisfaction partially mediates the effect of grit on nurse performance. Organizational commitment does not mediate the effect of grit on nurse performance.

This study has managerial implications that can be taken for human resource management at X Hospital, South Sumatra, especially in improving nurse performance. The results of the study prove that grit directly has a positive and significant influence on job satisfaction, organizational commitment and nurse performance. The implications of this finding emphasize the importance for the management of X Hospital to pay attention to psychological factors that can improve nurse performance. Grit development needs to be carried out to support nurses, both through training and professional development, which aims to improve nurses' ability to survive challenges, increase motivation, encourage interest in long-term work and to achieve professional goals.

The main finding of this study is the role of job satisfaction, both directly as a significant factor in driving performance improvement, as well as a mediator that strengthens the relationship between grit and nurse performance at Hospital X. Hospital X management needs to maintain a supportive and satisfying work environment for nurses to improve their performance through better workload management, improving nurse welfare, promotions, and providing rewards for work achievements can improve their job satisfaction and ultimately improve overall performance. Although grit has a significant effect on organizational commitment, the findings in this study which show that organizational commitment does not have a significant effect on nurse performance, need to be considered by the management of Hospital X. This gap needs to be bridged by better connecting nurses' personal goals with hospital

goals, and clarifying the relationship between their engagement and better performance.

However, this study has several limitations. First, this study used a cross-sectional design and was only conducted in one hospital institution. Although it can be generalized to broader research, the findings are limited to data collected from nurses in that hospital. Further research is recommended to analyze similar topics in one or more other hospitals, either with the same research design or with a different approach. In addition, this study was only limited to a number of variables that affect nurse performance at Hospital X, so it did not measure other factors that could contribute. Therefore, further research is recommended to add other variables, such as work stress, perceived social support, organizational culture, and leadership, which can also affect nurse performance and provide a comprehensive understanding of the factors that drive performance in the hospital context.

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