

The Influence of Intensive Nursing Training and Nurse Competence on Nursing Service Quality: The Mediating Role of Organizational Commitment among Intensive Care Unit Nurses

Taufiq Noor Rahman¹, Novita Rifaul Kirom^{2*}, Edy Wahyudi³
Universitas Wisnuwardhana, Indonesia

Corresponding Author: Novita Rifaul Kirom : novita@wisnuwardhana.ac.id

ARTICLE INFO

Keywords: Nurse, Training, Service Quality, Commitment, Competence.

Received: 20, May

Revised: 15 June

Accepted: 10 July

©2026 Rahman, Kirom, Wahyudi (s):

This is an open-access article distributed under the terms of the

[Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study examines the influence of intensive nursing training and nurse competence on nursing service quality and investigates the mediating role of organizational commitment. This study employed a quantitative explanatory approach involving 98 nurses selected through purposive sampling. Data were analyzed using (PLS-SEM). The results revealed that intensive nursing training and nurse competence significantly affect nursing service quality. Intensive nursing training significantly influences organizational commitment, whereas nurse competence does not significantly affect organizational commitment. Organizational commitment was found to have no significant effect on nursing service quality and failed to mediate the relationships between intensive nursing training, nurse competence, and nursing service quality. These findings indicate that intensive training and nurse competence are the primary determinants of nursing service quality.

INTRODUCTION

Healthcare service quality has become one of the most important indicators of hospital performance because it reflects the effectiveness of healthcare delivery and the capability of healthcare organizations to achieve national healthcare standards established by the government (Kementerian Kesehatan RI, 2022). High-quality healthcare services are essential to ensure patient safety and improve public trust in healthcare institutions.

Human resource development through training plays an important role in improving employee competence and healthcare service quality. In nursing services, training is considered an important mechanism for enhancing nurses' knowledge, skills, and professional capabilities. Intensive nursing training programs are designed to equip nurses with competencies required to provide safe and effective nursing care and to adapt to technological developments in healthcare services (Kementerian Kesehatan RI, 2018).

Competence is another important factor influencing nursing performance. Nurses are expected to possess adequate knowledge, technical skills, and professional attitudes to deliver high-quality healthcare services. According to Etlidawati and Setiyani (2021), competence is essential for nurses in performing nursing interventions and communicating effectively with patients. Previous studies have shown that competence significantly affects healthcare service quality (Syahrul et al., 2021; Sudrajat & Framesthi, 2024).

In addition to training and competence, organizational commitment plays an important role in supporting organizational effectiveness. Robbins and Judge (2015) defined organizational commitment as a condition in which employees identify with organizational goals and maintain their membership within the organization. Employees with strong organizational commitment tend to demonstrate greater loyalty and stronger work engagement (Hendri, 2019).

Maintaining high-quality nursing services remains a major challenge for hospitals. Increasing healthcare demands, technological developments, and the complexity of patient care require hospitals to continuously improve the quality of their human resources. Consequently, hospitals need to strengthen training systems and competency development programs to ensure the provision of professional nursing services.

Previous studies generally reported that training positively affects service quality and organizational commitment (Faisal & Murkhana, 2019; Carmiasih & Fitriaty, 2022; Al-Refaei, 2021). Furthermore, competence has been found to significantly improve healthcare service quality (Syahrul et al., 2021; Sudrajat & Framesthi, 2024; Maelani et al., 2024). However, inconsistent findings remain regarding the role of organizational commitment. While Saat (2015) found that organizational commitment significantly influenced service quality, Yulia Andriani and Djamil (2017) reported that organizational commitment had no significant effect on healthcare service quality.

These inconsistencies indicate the existence of a research gap regarding the mediating role of organizational commitment in the relationships between intensive nursing training, nurse competence, and nursing service quality. Therefore, this study aims to analyze the effects of intensive nursing training and

nurse competence on nursing service quality and to examine whether organizational commitment mediates these relationships among nurses at Hasta Husada Hospital, Indonesia.

LITERATURE REVIEW

Nursing Service Quality

Service quality is one of the most important dimensions in healthcare organizations because it reflects the organization's ability to deliver healthcare services effectively and efficiently. In hospitals, service quality serves as an indicator of managerial performance and the achievement of national healthcare standards established by the government (Kementerian Kesehatan RI, 2022) .

Nursing service quality refers to the ability of nurses to provide professional nursing care in accordance with established standards and patients' expectations. In intensive care settings, nursing services are characterized by high complexity because nurses are required to provide continuous monitoring and interventions for critically ill patients. Therefore, maintaining high-quality nursing services is essential to achieving patient safety and healthcare effectiveness.

According to previous studies, improving service quality is strongly associated with the quality of human resources, including nurses' competencies and continuous professional development (Sudrajat & Framesthi, 2024). Similarly, Syahrul et al. (2021) concluded that competence significantly contributes to service quality improvement in healthcare organizations. Furthermore, Maelani et al. (2024) emphasized that competence exerts a stronger influence on service quality than training, indicating that highly competent healthcare personnel are more capable of delivering superior healthcare services.

Consequently, nursing service quality is considered the ultimate outcome variable in this study because it reflects the effectiveness of human resource development practices in healthcare organizations.

Intensive Nursing Training

Training constitutes an essential component of human resource development aimed at enhancing employees' knowledge, technical skills, and professional capabilities. In the context of intensive care nursing, training programs are designed to equip nurses with the competencies required to manage critically ill patients and operate advanced medical equipment (Kementerian Kesehatan RI, 2018).

Intensive nursing training in Indonesia consists of several levels, including basic intensive care training, comprehensive intensive care training, and advanced intensive care training. These programs cover various competencies, such as mechanical ventilation management, hemodynamic monitoring, intracranial pressure management, and other specialized interventions required in intensive care units.

Training plays a strategic role in improving healthcare quality because it enables healthcare professionals to update their knowledge and adapt to technological developments. Al-Refaei (2021) found that training and development positively influence organizational commitment among

employees. Likewise, Faisal and Murkhana (2019) reported that employee training positively affects service quality and organizational commitment. Similar findings were also reported by Carmiasih and Fitriaty (2022), who concluded that training significantly improves service quality through organizational commitment.

In healthcare settings, Sudrajat and Framesthi (2024) demonstrated that training significantly contributes to improving inpatient service quality. Moreover, Kusumawardani (2024) found that nursing soft skill training positively influences nursing service quality, suggesting that continuous training is necessary to ensure high-quality healthcare delivery.

Based on these arguments, intensive nursing training is expected to enhance nursing service quality directly and indirectly through organizational commitment.

Nurse Competence

Competence represents a critical factor in ensuring professional nursing performance. In healthcare services, competence enables nurses to provide accurate, timely, and safe interventions. Nurses' competencies are developed through formal education, training, and professional experiences, which collectively improve their knowledge and technical skills.

Etlidawati and Setiyani (2021) emphasized that competence is fundamental for nurses in performing nursing interventions and communicating effectively with patients. Competent nurses are capable of delivering comprehensive and patient-centered care, thereby improving service quality.

Empirical studies consistently support the importance of competence in healthcare organizations. Syahrul et al. (2021) concluded that competence significantly affects service quality in the Health Office of Bima Regency. Likewise, Yulia Andriani and Djamil (2017) found that competence positively influences both organizational commitment and healthcare service quality. Similar results were reported by Sudrajat and Framesthi (2024), who demonstrated that competence significantly improves inpatient service quality. In addition, Maelani et al. (2024) concluded that competence has a stronger effect on service quality than training, indicating that competence is one of the most important determinants of healthcare performance.

Furthermore, Kurniasari et al. (2018) reported that competence contributes to organizational commitment and indirectly affects nurses' service quality through organizational commitment. Therefore, competence is expected to positively influence both organizational commitment and nursing service quality.

Organizational Commitment

Organizational commitment represents employees' psychological attachment to their organization and reflects their willingness to remain members of the organization while contributing to the achievement of organizational goals. Robbins and Judge (2015) defined organizational commitment as the degree to which employees identify with organizational objectives and desire to maintain membership in the organization.

Employees with strong organizational commitment tend to exhibit greater loyalty and are more willing to dedicate their efforts to organizational success.

Hendri (2019) suggested that high organizational commitment can minimize employee turnover and strengthen employees' relationships with their organizations.

Several studies have demonstrated the importance of organizational commitment in service quality improvement. Faisal and Murkhana (2019) reported that organizational commitment positively influences service quality and partially mediates the relationship between training and service quality. Carmiasih and Fitriaty (2022) also found that organizational commitment significantly affects service quality and mediates the influence of training on service quality.

Similarly, Saat (2015) concluded that organizational commitment significantly influences healthcare service quality. However, inconsistent findings were reported by Yulia Andriani and Djamil (2017), who found that organizational commitment does not significantly affect healthcare service quality. These contradictory findings indicate the existence of a research gap regarding the mediating role of organizational commitment in healthcare organizations.

Accordingly, organizational commitment is positioned as a mediating variable in this study to explain how intensive nursing training and nurse competence influence nursing service quality.

Development of Hypotheses

Previous studies have consistently demonstrated that training improves healthcare service quality (Faisal & Murkhana, 2019; Sudrajat & Framesthi, 2024; Kusumawardani, 2024). Therefore, the following hypothesis is proposed:

1. **H1:** Intensive nursing training positively affects nursing service quality.
Previous empirical evidence also indicates that nurse competence significantly improves healthcare service quality (Syahrul et al., 2021; Maelani et al., 2024; Sudrajat & Framesthi, 2024). Therefore:
2. **H2:** Nurse competence positively affects nursing service quality.
Studies conducted by Al-Refaei (2021), Faisal and Murkhana (2019), and Carmiasih and Fitriaty (2022) demonstrated that training positively influences organizational commitment. Therefore:
3. **H3:** Intensive nursing training positively affects organizational commitment.
Yulia Andriani and Djamil (2017), as well as Kurniasari et al. (2018), found that competence significantly affects organizational commitment. Therefore:
4. **H4:** Nurse competence positively affects organizational commitment.
Previous studies reported that organizational commitment contributes to service quality improvement (Faisal & Murkhana, 2019; Saat, 2015).
5. **H5:** Organizational commitment positively affects nursing service quality.
Faisal and Murkhana (2019), Carmiasih and Fitriaty (2022), and Kurniasari et al. (2018) demonstrated that organizational commitment mediates the relationship between training, competence, and service quality. Therefore:
6. **H6:** Organizational commitment mediates the relationship between intensive nursing training and nursing service quality.
7. **H7:** Organizational commitment mediates the relationship between nurse competence and nursing service quality.

METHODOLOGY

The study was conducted at Hasta Husada Hospital, Indonesia. The hospital was selected because healthcare service quality, particularly nursing service quality, is highly dependent on the competence and professional development of nurses. Therefore, understanding the relationships among training, competence, organizational commitment, and nursing service quality is important for improving organizational performance and healthcare quality.

The population of this study consisted of nurses working at Hasta Husada Hospital. The sample was selected using purposive non-probability sampling. From a population of 129 nurses, the sample size was determined using Slovin's formula with a 5% margin of error, resulting in a total sample of 98 respondents.

This study consisted of four variables, namely intensive nursing training (X1), nurse competence (X2), organizational commitment (Z), and nursing service quality (Y). The operational definitions and measurement indicators of each variable are presented in Table 1.

Table 1. Operational Definitions and Measurement Indicator

Variables	Indicators	Measurement Items	Source
Intensive Nursing Training (X1)	Andragogy Principle (X1.1)	Opportunity to express opinions; absence of verbal and physical bullying during training	PPSDM Kesehatan Kemenkes RI
	Competency Principle (X1.2)	Updated materials; training supports skills; training improves accuracy at work	PPSDM Kesehatan Kemenkes RI
	Learning by Doing Principle (X1.3)	Role play opportunities; adequate practice facilities	PPSDM Kesehatan Kemenkes RI
Nurse Competence (X2)	Attitude (X2.1)	Discipline, openness to evaluation, prioritizing quality	Nursalam (2023)
	Skills (X2.2)	Competency certification, accuracy, professionalism	Nursalam (2023)
	Knowledge (X2.3)	Analytical ability and educational improvement	Nursalam (2023)
Organizational Commitment (Z)	Affective Commitment (Z1.1)	Pride, feeling appreciated, organizational belonging	Robbins and Judge (2015)
	Normative Commitment (Z1.2)	Responsibility, compliance with rules, maintaining organizational reputation	Robbins and Judge (2015)
	Continuance Commitment (Z1.3)	Organizational support, career continuity, absence	Robbins and Judge (2015)

		of discrimination	
Nursing Service Quality (Y)	Effective (Y1.1)	Adequate equipment and environmental cleanliness	Kementerian Kesehatan RI (2022)
	Safety (Y1.2)	Infection control and compliance with operational procedures	Kementerian Kesehatan RI (2022)
	Patient-Centered (Y1.3)	Empathy and responsiveness to patients and families	Kementerian Kesehatan RI (2022)
	Timely (Y1.4)	Providing nursing care according to schedule	Kementerian Kesehatan RI (2022)
	Efficient (Y1.5)	Maintaining medical equipment and optimizing available resources	Kementerian Kesehatan RI (2022)
	Equitable (Y1.6)	Equal treatment regardless of patients' social status	Kementerian Kesehatan RI (2022)
	Integrated (Y1.7)	Collaboration and continuity of care	Kementerian Kesehatan RI (2022)

Primary data were collected using questionnaires distributed to respondents. Supporting data were obtained from institutional documents and related literature used in the study. Before hypothesis testing, validity and reliability analyses were conducted to ensure that the measurement instruments adequately represented the constructs under study.

Data Analysis Technique

Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.1.10. PLS-SEM was selected because it enables the simultaneous evaluation of measurement models and structural relationships among latent variables, making it suitable for testing complex models involving mediating variables. The analysis consisted of two stages, namely the measurement model evaluation (outer model) and the structural model evaluation (inner model).

RESULTS

The study was conducted at Hasta Husada Hospital with respondents consisting of nurses who met the inclusion criteria established in this study. A total of 98 respondents participated in the research. The respondents represented various age groups, educational backgrounds, professional certifications, work experiences, and employment statuses, thereby providing sufficient variability to describe the characteristics of nurses involved in this study. The respondents in this study consisted of nurses at Hasta Husada Hospital who fulfilled the predetermined criteria. Characteristics of respondents were analyzed based on age, gender, educational level, professional certification, work experience, and employment status. These characteristics provide an overview of the demographic profile of the respondents involved in the study.

Inferential statistical analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.1.10. The analysis consisted of evaluating the measurement model (outer model) and the structural model (inner model) to determine the validity and reliability of the constructs and to test the proposed hypotheses.

Measurement Model Evaluation (Outer Model)

Figure 1 illustrates the latent variable model employed in this study. The model depicts the relationships among intensive nursing training, nurse competence, organizational commitment, and nursing service quality. The model also presents the indicators representing each construct and their relationships within the structural framework. Table 2 presents the loading factor values of all indicators. The results indicate that all indicators exceeded the recommended threshold of 0.70, demonstrating satisfactory convergent validity. Therefore, each indicator adequately represented its corresponding latent construct

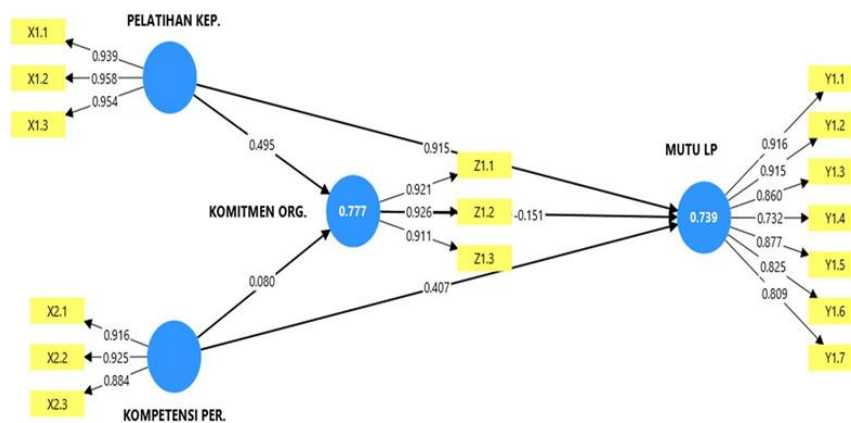


Figure 1. Measurement Model

Table 2. Outer Loading Results

Indicator	Loading Factor	AVE
X1.1	0.939	0.846
X1.2	0.958	
X1.3	0.954	
X2.1	0.916	0.825
X2.2	0.925	
X2.3	0.884	
Y1.1	0.916	0.722
Y1.2	0.915	
Y1.3	0.860	
Y1.4	0.732	0.903
Y1.5	0.877	
Y1.6	0.825	
Y1.7	0.809	
Z1.1	0.921	
Z1.2	0.926	
Z1.3	0.911	

Table 3 demonstrates that all constructs possessed Cronbach's Alpha and Composite Reliability values above the acceptable threshold, indicating good internal consistency and reliability. Therefore, the measurement instruments employed in this study were considered reliable

Tabel 3 Composite Reliability

Construct	Cronbach's Alpha	Composite Reliability
Organizational Commitment	0.909	0.913
Nurse Competence	0.895	0.905
Nursing Service Quality	0.935	0.940
Intensive Nursing Training	0.946	0.947

Table 4 indicates that the independent variables explained 77.7% of the variance in organizational commitment and 73.9% of the variance in nursing service quality. These findings suggest that the proposed model possessed strong explanatory power.

Table 4. R Square

Endogenous Variable	R ²	Adjusted R ²
Organizational Commitment	0.777	0.772
Nursing Service Quality	0.739	0.731

Figure 2 illustrates the bootstrapping output used to estimate the significance of direct and indirect relationships among variables. The significance levels were determined based on t-statistics and p-values obtained from the bootstrapping procedure.

Figure 2 the bootstrapping output

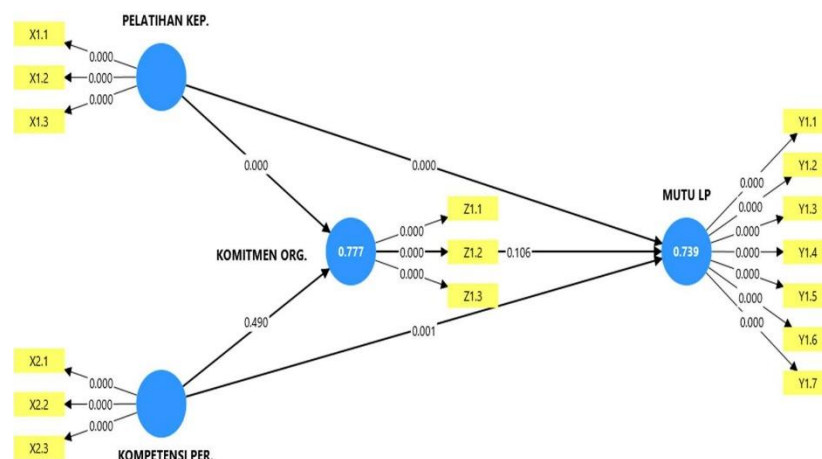


Table 5 presents the direct relationships among variables. The findings indicate that intensive nursing training significantly affected nursing service quality and organizational commitment. Nurse competence significantly influenced nursing service quality but did not significantly influence organizational commitment. Furthermore, organizational commitment failed to exert a significant effect on nursing service quality. The results also indicate that organizational commitment did not mediate the relationship between intensive nursing training and nursing service quality. Similarly, organizational commitment failed to mediate the relationship between nurse competence and nursing service quality.

Table 5, Hipotesis Result

	Original sample (O)	Sample mean (M)	Standar Deviation (STDEV)	T statistics (O/ST DEV)	P values
--	---------------------	-----------------	---------------------------	---------------------------	----------

KOMITMEN ORG. -> MUTU LP	-0,151	-0,156	0,094	1,617	0,106
KOMPETENSI PER. -> KOMITMEN ORG.	0,080	0,082	0,116	0,690	0,490
KOMPETENSI PER. -> KOMITMEN ORG. -> MUTU LP	-0,062	-0,061	0,040	1,530	0,126
PELATIHAN KEP. -> KOMITMEN ORG. -> MUTU LP	-0,075	-0,080	0,057	1,324	0,186

DISCUSSION

The Effect of Intensive Nursing Training on Nursing Service Quality

The results of this study demonstrate that intensive nursing training has a positive and significant effect on nursing service quality. These findings indicate that training programs play a strategic role in improving nurses' professional capabilities and enhancing the quality of healthcare services delivered at Hasta Husada Hospital. The significance of this relationship implies that increasing the intensity and quality of training programs contributes directly to better nursing performance and service outcomes.

From a theoretical perspective, training represents a systematic effort aimed at improving employees' knowledge, skills, and attitudes to meet organizational requirements. Through intensive training, nurses acquire updated clinical knowledge and practical skills that enable them to provide safer and more effective healthcare services. Consequently, training serves as an important mechanism for strengthening human resources and improving healthcare quality.

The findings are consistent with those reported by Faisal and Murkhana (2019), who found that training significantly improves service quality. Similarly, Carmiasih and Fitriaty (2022) demonstrated that training contributes positively to service quality through competency enhancement. Al-Refaei (2021) also reported that employee development programs positively influence organizational outcomes. These similarities indicate that training consistently serves as an essential determinant of service quality across different organizational settings.

One possible explanation for these findings is that nursing services require continuous adaptation to evolving healthcare standards and technologies. Nurses who receive adequate training are better prepared to perform clinical procedures accurately and respond effectively to patients' needs. Therefore, training not only improves technical capabilities but also strengthens confidence and professionalism among nurses.

The findings suggest that hospital management should continuously invest in training and development programs. Training should not merely focus on mandatory technical competencies but should also incorporate communication

skills, patient safety, leadership, and quality improvement initiatives. Continuous professional development is expected to support sustainable improvements in nursing service quality.

The Effect of Nurse Competence on Nursing Service Quality

The results indicate that nurse competence positively and significantly affects nursing service quality. This finding suggests that competence constitutes one of the most important determinants of healthcare quality because nursing services rely heavily on professional knowledge, technical skills, and appropriate attitudes. Competence enables nurses to perform nursing interventions effectively and make appropriate clinical decisions. Consequently, competent nurses are more capable of delivering safe, efficient, and patient-centered healthcare services. These findings emphasize the importance of professional competence as a strategic resource within healthcare organizations.

The results support the findings of Syahrul et al. (2021), who demonstrated that competence significantly affects healthcare quality. Similar findings were reported by Sudrajat and Framesthi (2024), who found that competence positively influences healthcare performance. Maelani et al. (2024) also emphasized that professional competence contributes substantially to service quality improvement.

These findings may be explained by the fact that nursing services involve complex tasks requiring adequate knowledge and technical proficiency. Nurses with higher competencies are more capable of adapting to changing healthcare demands and delivering services in accordance with professional standards.

Managerially, these findings imply that hospitals should prioritize competency development through certification programs, continuing education, and competency-based performance management systems. By strengthening nurses' competencies, healthcare organizations can improve service quality and maintain patient satisfaction.

The Effect of Intensive Nursing Training on Organizational Commitment

The findings reveal that intensive nursing training positively and significantly influences organizational commitment. This result indicates that training not only enhances technical competence but also strengthens employees' attachment to the organization. Employees who perceive that the organization supports their professional development tend to develop stronger feelings of belonging and loyalty. The findings suggest that training programs represent a form of organizational support perceived positively by employees. Such support may strengthen emotional attachment and increase employees' willingness to contribute to organizational goals.

These findings are consistent with those reported by Al-Refaei (2021), who found that training and development significantly influence organizational commitment. Similar results were obtained by Faisal and Murkhana (2019) and Carmiasih and Fitriaty (2022), who concluded that training positively affects employees' commitment toward their organizations.

From a managerial perspective, hospitals should consider training as a strategic investment not only for improving competencies but also for enhancing employee engagement and commitment. Equal access to training opportunities

may strengthen nurses' perceptions of organizational support and encourage stronger commitment.

The Effect of Nurse Competence on Organizational Commitment

Unlike the previous findings, nurse competence was found to have no significant effect on organizational commitment. This result indicates that professional competence does not necessarily lead to stronger organizational attachment. Competence and commitment appear to represent two distinct constructs influenced by different factors. This finding differs from some previous studies cited in the thesis, suggesting that competence positively influences organizational commitment. The inconsistency indicates that organizational commitment may be shaped by broader organizational factors rather than merely by employees' professional capabilities.

One possible explanation is that highly competent nurses may prioritize professional growth and career advancement rather than organizational loyalty. Professional competence may increase individual confidence and mobility without necessarily strengthening emotional attachment to a specific organization.

Furthermore, organizational commitment is likely influenced by other variables such as leadership style, organizational culture, work environment, perceived organizational support, and compensation systems. Therefore, competence alone is insufficient to explain employees' commitment toward the organization. These findings imply that hospitals should avoid assuming that increasing competence automatically strengthens organizational commitment. Instead, management should create supportive working environments and establish fair reward systems to encourage stronger employee attachment.

The Effect of Organizational Commitment on Nursing Service Quality

One of the most interesting findings of this study is that organizational commitment failed to significantly influence nursing service quality. Although respondents generally exhibited high levels of organizational commitment, such commitment did not translate into better service quality. This finding contrasts with the results reported by Saat (2015), which indicated that organizational commitment significantly improves service quality. However, the present findings are more consistent with those of Yulia Andriani and Djamil (2017), who reported that organizational commitment does not necessarily determine healthcare quality.

Several explanations may account for this phenomenon. First, nursing service quality appears to be determined more strongly by professional competence and training than by emotional attachment to the organization. Second, nurses may maintain high-quality services because of professional ethics and responsibilities rather than organizational loyalty. Third, professional standards in healthcare may function as stronger drivers of performance than organizational commitment.

These findings suggest that improving service quality should focus primarily on strengthening competencies and training programs rather than relying solely on employees' commitment. Organizational commitment remains important for employee retention and engagement, but it may not represent the primary mechanism through which healthcare quality is improved

The Mediating Role of Organizational Commitment in the Relationship between Intensive Nursing Training and Nursing Service Quality

The results of this study indicate that organizational commitment failed to mediate the relationship between intensive nursing training and nursing service quality. Although intensive nursing training significantly affected organizational commitment and nursing service quality separately, the indirect effect through organizational commitment was not statistically significant. These findings suggest that the influence of training on nursing service quality occurs primarily through direct mechanisms rather than through the enhancement of organizational commitment.

This finding provides an interesting perspective regarding the role of organizational commitment in healthcare organizations. Previous studies conducted by Faisal and Murkhana (2019) and Carmiasih and Fitriaty (2022) suggested that organizational commitment partially mediates the relationship between training and service quality. However, the present study reveals a different pattern, indicating that training exerts a direct and stronger influence on service quality than the indirect influence through organizational commitment.

One possible explanation is that training primarily focuses on improving technical capabilities, clinical knowledge, and professional skills. Therefore, the benefits of training are reflected immediately in nurses' performance and service delivery without necessarily requiring stronger emotional attachment to the organization. In other words, the effectiveness of training appears to be associated more with competency enhancement than with psychological attachment. Another explanation is that nursing services are governed by professional standards and ethical responsibilities. Nurses who receive intensive training are expected to apply newly acquired knowledge and skills regardless of the level of organizational commitment they possess. Consequently, professional competence becomes the main mechanism through which training improves service quality.

From the perspective of human resource management, these findings imply that healthcare organizations should not assume that the success of training programs depends on the existence of strong organizational commitment. Rather, the effectiveness of training lies in its ability to strengthen professional capabilities that directly influence service quality. From a managerial standpoint, Hasta Husada Hospital should continue to prioritize competency-based training programs because the direct impact of training on nursing service quality is considerably stronger than the indirect effect through organizational commitment. Therefore, hospital management should focus on developing training programs that emphasize practical skills, evidence-based practice, and patient safety to maximize service quality improvements.

This finding contributes to the literature by demonstrating that organizational commitment does not always function as a mediator between training and organizational outcomes. In the context of healthcare organizations, especially nursing services, technical competence and professional

responsibilities appear to play more important roles than emotional attachment in translating training outcomes into service quality improvements.

The Mediating Role of Organizational Commitment in the Relationship between Nurse Competence and Nursing Service Quality

The findings further reveal that organizational commitment failed to mediate the relationship between nurse competence and nursing service quality. The indirect effect of competence on service quality through organizational commitment was found to be statistically insignificant, indicating that competence improves service quality directly rather than through enhanced commitment.

This finding represents one of the most important contributions of the present study because it challenges the assumption that organizational commitment necessarily acts as a bridge between professional competence and service quality. Although previous studies, particularly Kurniasari et al. (2018), suggested that organizational commitment mediates the influence of competence on organizational performance, the current findings indicate that such mediation does not occur in the context of nursing services.

The insignificant mediating role of organizational commitment can be explained by the nature of nursing work itself. Healthcare professionals are bound by professional ethics and standards that require them to provide high-quality services regardless of their emotional attachment to the organization. Thus, competence directly influences nurses' ability to deliver effective and safe healthcare services. Another possible explanation is that highly competent nurses tend to rely more on their professional expertise than on organizational identification. Professional competence enables nurses to perform nursing procedures accurately and efficiently, thereby improving service quality independently of organizational commitment. Consequently, professional competence functions as a direct determinant of service quality.

The present findings suggest that organizational commitment does not represent the most relevant mechanism linking competence and service quality. Other variables, such as work engagement, job satisfaction, organizational support, leadership, or organizational culture, may play more substantial mediating roles. Therefore, future studies should investigate alternative mechanisms capable of explaining how competence translates into better healthcare outcomes.

Theoretically, these findings contribute to the development of human resource and healthcare management literature by demonstrating that organizational commitment is not always an effective mediator. In highly professional occupations such as nursing, technical competence and professional accountability may constitute stronger predictors of service quality than psychological attachment to the organization. From a practical perspective, hospital management should focus on strengthening professional competencies through continuous education, certification programs, and competency-based career development systems. Although organizational commitment remains important for maintaining employee loyalty and reducing turnover, improving nursing service quality should primarily rely on competency development rather than on efforts aimed solely at increasing organizational commitment.

CONCLUSION AND RECOMMENDATION

This study examined the influence of intensive nursing training and nurse competence on nursing service quality, as well as the mediating role of organizational commitment among nurses at Hasta Husada Hospital. Based on the results of the PLS-SEM analysis, several conclusions can be drawn. First, intensive nursing training was found to have a positive and significant effect on nursing service quality. This finding indicates that training programs contribute directly to improving nurses' professional capabilities and enhancing the quality of healthcare services provided by the hospital.

Second, nurse competence was found to positively and significantly influence nursing service quality. This result demonstrates that professional competence constitutes an essential determinant of healthcare quality because competent nurses are more capable of providing effective, safe, and patient-centered services.

Third, intensive nursing training positively and significantly affected organizational commitment, indicating that professional development opportunities strengthen employees' attachment to the organization. However, nurse competence did not significantly influence organizational commitment, suggesting that professional capability and organizational attachment represent two distinct dimensions influenced by different factors.

Fourth, organizational commitment did not significantly affect nursing service quality. This finding implies that service quality among nurses is influenced more strongly by professional competence and training than by emotional attachment to the organization. Consequently, organizational commitment was unable to mediate the relationships between intensive nursing training and nursing service quality as well as between nurse competence and nursing service quality.

Overall, the findings indicate that intensive nursing training and nurse competence are the primary determinants of nursing service quality, whereas organizational commitment does not function as an effective mediating mechanism in the relationships examined in this study. These results provide empirical evidence that, in healthcare organizations, professional competence and continuous development play more important roles in improving service quality than organizational attachment.

RECOMMENDATION

Based on the findings of this study, several recommendations are proposed. First, Hasta Husada Hospital should continuously strengthen training and development programs to ensure that nurses possess the competencies required to deliver high-quality healthcare services. Training activities should be designed systematically and implemented continuously to support professional development and service excellence. Second, hospital management should establish competency-based human resource development systems through continuing education, professional certification, and competency assessments. Such initiatives are expected to maintain and enhance nurses' professional

capabilities and improve healthcare quality. Third, although organizational commitment remains important for maintaining employee loyalty and organizational stability, efforts to improve nursing service quality should primarily focus on strengthening competencies and enhancing the effectiveness of training programs rather than relying solely on employees' organizational attachment. Fourth, hospital management should create supportive working environments, provide equitable career development opportunities, and implement fair reward systems to maintain employees' commitment and encourage sustainable organizational performance.

Finally, the findings suggest that healthcare organizations should recognize the unique characteristics of professional occupations such as nursing, in which performance is influenced more strongly by competence and professional accountability than by emotional attachment to the organization. Therefore, strategies aimed at improving service quality should prioritize competency development and continuous professional learning.

FURTHER STUDY

Despite providing empirical evidence regarding the relationships among intensive nursing training, nurse competence, organizational commitment, and nursing service quality, this study has several limitations that should be considered when interpreting the findings. First, the study was conducted only at Hasta Husada Hospital, which may limit the generalizability of the findings to other healthcare institutions with different organizational characteristics and work environments. Second, organizational commitment was examined as the sole mediating variable, whereas other organizational and psychological factors may also contribute to explaining the relationship between human resource development practices and nursing service quality. Third, the cross-sectional design employed in this study captured respondents' perceptions at a single point in time, thereby limiting the ability to observe changes in attitudes and behaviors over time.

Therefore, future studies are recommended to involve larger and more diverse samples from different hospitals to enhance the generalizability of the findings. Further research may also consider incorporating other mediating or moderating variables, such as job satisfaction, work engagement, leadership, organizational culture, perceived organizational support, or work environment, which may provide a more comprehensive explanation of how human resource development practices influence healthcare service quality. In addition, longitudinal research designs are recommended to capture the dynamic nature of organizational commitment and service quality over time. Such approaches are expected to provide a deeper understanding of the mechanisms through which training and competence contribute to improving healthcare performance.

ACKNOWLEDGEMENT

The authors would also like to acknowledge all individuals and institutions that provided support, encouragement, and valuable contributions during the completion of this study. Their assistance and cooperation are greatly appreciated. Finally, the authors extend their appreciation to all parties whose

contributions, either directly or indirectly, facilitated the accomplishment of this study.

REFERENCE

- Adolph, R. (2016). Human resource training and development at PT. PLN (Persero) Semarang Construction Management Center (pp. 1-23).
- Agustiani, F. (2024). The effect of training on the quality of healthcare services at Kartini Maternity and Child Hospital, Padalarang, West Bandung Regency, West Java Province. *Journal of Multidisciplinary Scientific Studies*, 8(6), 131-140.
- Al-Refaei, Z., & Zumrah, B. (2021). The effect of training and development on employee performance and organizational commitment in the higher education sector. *Journal of International Business and Management (JIBM)*, 47(1), 24683-24692.
- Aliana, (2017). Basic intensive nursing unit training module (3rd ed.). In Media.
- Ambari, & Sunarsih, (2023). Literature review on improving healthcare service quality management in Indonesian hospitals. *Journal of Nursing and Public Health*, 11(2), 318-330.
- Anabila, & Alomenu. (2022). Service quality and customer loyalty in Ghana's hotel industry: The mediation effects of satisfaction and delight. *Journal of Quality Assurance in Hospitality and Tourism*, 23(3), 748-770.
- Anggoro, A. D. (2022). The effect of employee training on service quality. *FAME Journal*, 5(1), 25-40.
- Astuti, D. (2022). The effect of organizational commitment and organizational culture on employee performance. *Journal of Accounting and Business Management*, 2(2), 55-68.
- Carmiasih, C., & Fitriaty. (2022). The effect of employee training on service quality mediated by organizational commitment among maintenance personnel and security guards (Satpam) in the Muara Jambi cultural heritage area. *Journal of Applied Management and Finance*, 11(3), 541-651.
- Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effects in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144-150.
- Etlidawati, E., & Setiyani, R. (2021). The relationship between nurse competence and nursing service quality. *Muhammadiyah University of Purwokerto*, 119-124.
- Faisal, & Murkhana. (2019). The effect of employee training on service quality with organizational commitment as a mediating variable. *Journal of Management and Innovation*, 10(1), 77-85.
- Fitria, R. M., Dewi, R. S., & Febriana, S. K. T. (2016). The role of organizational commitment on organizational citizenship behavior in nurses. *Ecopsy Journal*, 2(1), 8-12.
- Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of employee

- performance. *International Journal of Productivity and Performance Management*, 68(7), 1208–1234.
- Hia, I. M., & Ndraha, A. B. (2023). The urgency of training in human resource development at the Nias Heritage Museum. *JMBI UNSRAT (Scientific Journal of Business Management and Innovation at Sam Ratulangi University)*, 10(2), 1620–1630.
- Ministry of Health of the Republic of Indonesia. (2022). Regulation of the Minister of Health of the Republic of Indonesia Number 30 of 2022 concerning national indicators for the quality of health services for independent physician and dentist practices, clinics, community health centers, hospitals, health laboratories, and blood transfusion units.
- Ministry of Health of the Republic of Indonesia. (2020). Guidelines for the implementation of intensive care unit services in hospitals.
- Kurniasari, R. (2018). The role of organizational commitment in mediating the influence of competence, training, and organizational culture on nurse performance. *MIX: Scientific Journal of Management*, 8(2), 352.
- Kusumawardani, N., Indasah, & Prasetyo. (2024). The impact of e-learning models and soft skills training for nursing staff on the quality of nursing services. *Journal of Telenursing (JOTING)*, 6, 1873–1880.
- Kusumawati, A., & Sri Rahayu, K. (2020). The effect of experience quality on customer perceived value and customer satisfaction and its impact on customer loyalty. *Human Systems Management*, 39(2), 219–232.
- Lesabe, R. A., & Nkosi, J. (2007). A qualitative exploration of employees' views on organizational commitment. 5(1), 35–44.
- Lestari, Syahputri, Aldona, G. (2024). Analysis of health service quality using quality dimensions to improve the quality of the National Health Insurance (JKN) program in community health centers. 7(7), 2357–2362.
- Maelani, Y. (2024). The influence of training and competence on employee performance at Dewi Sri Hospital, Karawang. *Al-Kharaj: Journal of Economics, Finance & Sharia Business*, 6(9), 5451–5462.
- Masman, R. R. (2025). The influence of training and transformational leadership on organizational commitment, mediated by job satisfaction. 7(1), 233–242.
- Mateja, S., & Alma, K. (2016). Education and training for quality work at the intensive care unit. *International Journal of Nursing & Clinical Practices*, 3(1), 3–6.
- Meutia, K. I., & Husada, C. (2019). The influence of organizational culture, training, and motivation on performance. *Journal of Management and Business Research (JRMB)*, 4(1), 8.
- Michael, L. (2021). The influence of competence, organizational commitment, and teamwork on employee performance at the Bhayangkara Level III Hospital in Manado. *EMBA Journal: Journal of Economics, Management, Business, and Accounting Research*, 9(3), 1108–1117.
- Nguyen, N. X., Tran, K., & Nguyen, T. A. (2021). Impact of service quality on in-patients' satisfaction, perceived value, and customer loyalty: A mixed-methods study from a developing country. *Patient Preference and Adherence*, 15, 2523–2538.

- Nursalam. (2023). Nursing Management. Salemba Medika.
- Pangau, Rumawas, W. (2023). The Effect of Job Training and Organizational Commitment on Employee Turnover Intention at PT Angkasa Pura I (Persero) Sam Ratulangi International Airport Branch Office, Manado. *Productivity*, 4(6).
- Paraisu, W. M. M. S., & Mulyanti, D. (2023). The Role and Function of Healthcare Service Quality in Hospitals. *DIAGNOSA: Journal of Health and Nursing Sciences*, 1(1), 7.
- Pinangkaan, W. (2020). The Effect of Employee Training, Job Satisfaction, and Organizational Culture on Organizational Commitment at the Manado BPJS Employment Agency. *EMBA Journal*, 8(4), 979-988.
- Pujiastuti, E. (2020). *Journal of Healthcare Education*.
- Pusung, Tarigan, S. (2019). The Impact of Clinical Nursing Competencies on Documenting Nursing Care After the Manager's Clinical Supervision Training. *Manado Nursing Scientific Journal (JUIPERDO)*, 7(2), 92-108.
- Rismawanti. (2024). The Role of Service Quality as a Mediator in Influencing Competence and Organizational Commitment on the Performance of Healthcare Employees in Indragiri Hulu Regency (Doctoral Dissertation, Indonesian College of Economics, Surabaya).
- Rogi, V. Z. (2024). Pengaruh kompetensi, penempatan kerja terhadap komitmen organisasi dan kinerja pegawai di Sekretariat Kota Bitung. *14(3)*, 232-240.
- Rustamana, W. (2024). Quantitative research methods. *Sindoro Cendikia Pendidikan*, 5(6), 1-10.
- Saat. (2015). The influence of nurses' commitment, work motivation, and professionalism on service quality at Undata Hospital, Palu. *E-Journal Katalogis*, 3(2), 68-76.
- Sari, M., & Rachman, et al. (2022). Explanatory survey in quantitative descriptive research methods. *Journal of Science and Computer Education*, 3(1), 10-16.
- Health Human Resources Development. (2018). Intensive nursing training curriculum in hospitals.
- Setyorini, D. (2022). The influence of soft skills training on the quality of maternity care services for independent midwives. *Jurnal ILKES (Health Sciences Journal)*, 13(2), 200-207.
- Sholihin, M., & Ratmono, D. (2021). SEM-PLS analysis with WarpPLS 7.0 for nonlinear relationships in social and business research. *Andi*.
- Siregar, E., Luddin, M. R., & Suyatno, T. (2019). The effect of organizational commitment and organizational citizenship behavior toward service quality at Universitas Kristen Indonesia. *International Journal of Human Capital Management*, 3(1), 58-73.
- Sudrajat, A., & Framesthi, D. B. (2024). The impact of nurses' training and competence on the quality of inpatient services in Bandung Hospital. *Journal of Public Service Management*, 8(1), 95-111.
- Suganda, Handayani, N. (2021). Application of training needs analysis in developing a nursing informatics competency training curriculum for ward heads. *Journal of Nursing Leadership and Management*, 4(1).
- Sugiyono, (2018). Quantitative, qualitative, and R&D research methodology.

- Sulfa, S., & Munir, A. R. (2019). The influence of training and staff competency on employee performance through employee service quality at the Soppeng Regency Human Resources Development and Personnel Agency. *YUME: Journal of Management*, 2(2).
- Syahrul, S., Hermanto, H., & Wahyulina, S. (2021). The influence of competency and the implementation of Covid-19 service standard principles on service quality at the Bima Regency Health Office. *Scientific Journal of Educational Professions*, 6(3), 433–441.
- Tjiptono, F. (2011). *Service quality and satisfaction* (2nd ed.). Andi.
- Tomasella, O. (2019). Work environment: Training nursing managers to change operational practice. *Journal of Neurology Research Review & Reports*, 1(1), 1–3.
- Wahyuni, H. (2016). The influence of training and development and motivation on improving employee service quality through organizational commitment as a mediator. *Journal of Business and Management*, 16, 89–104.
- Wardana, Purwanza, M. (2022). *Quantitative, qualitative, and combined research methodology*. Media Sains Indonesia.
- Xiaoyun, Wenyu, L. (2017). The application of nursing skills training in the implementation of quality nursing. *Journal of Clinical and Nursing Research*, 1(1), 4–6.
- Yulia Andriani, & Djamil, M. (2017). The influence of healthcare worker competence and motivation through organizational commitment as an intervening variable on service quality at Cileungsi Regional Hospital. 2(3), 1–16.