

The Relationship of Work Satisfaction with Nurse Commitments in the Organization of Hospital

Ah.Yusuf¹, Dina Septi Christyana¹, Eka Mishbahatul M Has¹, Esti Yunitasari¹

ABSTRACT

Abstract--- Nurses play an essential thing in patient caring because they are the first who deal with the patient. Patient satisfaction is a crucial concern in a hospital, so the nurses, who are at the forefront in meeting the demands of the patient, must have a certain level of organizational commitment and excellent job satisfaction. The researcher conducted this study to analyze the job satisfaction and corporate loyalty of nurses in the Premier Hospital of Surabaya and seek the correlation between that two variables. This study used a descriptive-analytic design with cross-sectional. Samples were a nurse at the hospital in Surabaya and were 132 respondents. The instrument used was the Job Descriptive Index, which modified to analyze job satisfaction and Allen and Meyer's questionnaire to analyze organizational commitment. Analysis of the relationship between the two variables used the Spearman Rank Correlation analysis. The results showed that 88.6 % of respondents have moderate job satisfaction, 9.1 % have higher job satisfaction, and 2.3 % had low job satisfaction. While the organizational commitment of 97.7 % of respondents at a moderate level, 1.5 % at a weak level, and 0.8 % at stable levels. Analysis scored $p=0.018$. It means that there is a weak correlation between job satisfaction and organizational commitment. The conclusion that there is a weak correlation between job satisfaction and corporate loyalty of nurses in Premier Hospital of Surabaya. Further study should add more factors, which correlates with job satisfaction and organizational commitment.

Keywords: job satisfaction, nurses, organizational commitment

Correspondence:

Ah.Yusuf

INTRODUCTION

Hospital is a place for the society to get health services, in the form of medical treatment and maintenance with various health facilities and equipment available or owned [1]. The service output reaches out to family and environmental services, requiring arrangements in such a way that they can utilize their resources efficiently. In other words, hospitals can achieve the goal of providing excellent health services by using the resources within them [2]. Human resources are one of the three critical sources that must be owned by the company to be a superior company. In addition to funding and information sources, from the three resources, almost all company leaders recognize that human resources are the most difficult ones to obtain and manage [3].

Nurses play an important role because they are the first ones to deal with patients and the longest in contact with patients [4]. Patients' satisfaction is the primary demand for a hospital, so nurses as the spearhead in meeting patient requirements must be ensured to have the organizational commitment and the right level of job satisfaction [5]. If it is related to the theory that has been explained before, nurses who have organizational commitment and high job satisfaction are expected to stay with their work while increasing their performance [6]. Organizational commitment is an attitude that reflects the loyalty of the employees to the company and participates in the process of corporate progress that further reaches success and prosperity [7]. Without a robust organizational commitment in every individual, the organization can not run optimally.

Moreover, organizational commitment is essential for the organization because there is a negative relationship with turn over, absenteeism, counterproductive behavior, and positive relationship with job satisfaction, motivation, organizational citizenship behavior, and individual performance at work [8]. Job satisfaction is one thing that is positively related to organizational commitment is a measure of how well the treatment given by the hospital to its human resources [9]. Job satisfaction is an emotional attitude that is fun and loves the job [10]. The factors that

determine the most job satisfaction lies in the job content, while the factors that cause job dissatisfaction lie in the work environment [11]. Job satisfaction and job dissatisfaction lie in a different continuum. Job dissatisfaction will push employees out of work, while job satisfaction will affect employee passion [12]. The consequences of employee dissatisfaction are exit which intended to leave the organization, the voice that actively and constructively express improvement, loyalty passively but optimistically waiting for improvements to improve and trusting management will create better policies, neglect which passively allows things to get worse, including absenteeism or tardiness, and the increase of mistakes [13].

In the management of nurses, the hospital encountered resignation problems. Resignation is an indicator of dissatisfaction or lack of commitment from employees [14]. Preliminary study in Human Resource Development of a hospital in Surabaya: nurses accounted for the most significant proportion of resigning employees from 2009-2011. In 2009 of the total resign employees, 51% were nurses, with 21 out of 188 nurses, consisting of 5% senior nurses, 15% mediate nurses, and 80% junior nurses. In 2010 out of all resign employees, 70% were nurses, 47 of 159 nurses, consisting of 7% senior nurses, 11% mediate nurses, and 82% junior nurses. And in 2011, of the total resign employees, 50% were nurses, 22 people out of 153 nurses, consisting of 10% senior nurses, 15% m mediate nurses, and 75% junior nurses. While the data were taken from the hospital education team in Surabaya in 2012, 13 nurses came out consisting of 8% mediate nurses and 92% junior nurses. From the questionnaire distributed by the researcher to 60 users about job satisfaction, it is found the reasons related to dissatisfaction that can trigger *turn over*. They are salary still lacking, and the workload is too high, the work atmosphere is uncomfortable, leadership problems, lack of appreciation for work performance, less developed careers, service schedules that are less accomodating. Possible consequences related to negative behavior must undoubtedly be suppressed. By applying Herzberg's theory, management will be easier to see

The Relationship of Work Satisfaction with Nurse Commitments in the Organization of Hospital

various causes of problems related to employee performance and turnover rates. By looking at the factors proposed by Herzberg, management will easily take the policy to overcome the issues that occur.

The hospital management has tried various things to maintain and improve the satisfaction of its employees such as recreation once a year, eating once a day, extra snacks and drinks during services, uniform facilities, cleanliness of the workspace, communication systems, technology that up-to-date to facilitate completion of work, and additional work benefits for the service at night. The policy shows the importance of organizational commitment and job satisfaction of nurses. Therefore the researcher decided to research the relationship between job satisfaction with an organizational commitment of nurses in hospitals in Surabaya.

METHODS

This type of research is a descriptive-analytic study with a cross-sectional approach. The sample in this study were 132 nurses. The sampling technique used is probability sampling with the stratified random sampling method. The dependent variable in this study is organizational commitment. The research instrument used a modified Job Descriptive Index (JDI) questionnaire and Allen Mayer questionnaire. The results were analyzed using Spearman's Rho test with a value of $\alpha < 0.05$. This research has received ethical approval from the research ethics committee.

RESULTS

Table 1. Distribution of job satisfaction and organizational commitment of nurses in Surabaya Hospital

Satisfaction	n	%
Low (score<51)	3	2.3
Medium (50<score<76)	117	88.6
High (score>75)	12	9.1
Total	132	100
Commitment		
Weak (score<43)	2	1.5
Medium (42<score<64)	129	97.7
Strong (score>63)	1	0.8
Total	132	100

Table 1 shows that 117 nurses (88.6%) were in the medium satisfaction level, and 129 nurses (97.7%) have an organizational commitment with medium criteria.

Table 2. Cross-tabulation of the relationship between job satisfaction and nurses' organizational commitments in Surabaya Hospitals

Job Satisfaction	Organizational Commitment					
	Weak		Medium		Strong	
	n	%	n	%	n	%
Low	0	0	3	2,3	0	0
Medium	2	1.5	11	95,4	1	0,8
High	0	0	12	0	0	0
Spearman's Rho	p=0.018		r = 0.205			

Table 2 shows the results of the Spearman correlation test of $p=0.018$, which means there is a relationship between job satisfaction with organizational commitment (H1 accepted). At the same time, the Spearman $r = 0,205$ correlation indicates a weak relationship between the two.

DISCUSSION

Job satisfaction has a relationship with organizational commitment. Organizational commitment as a strong desire for someone to remain a member of the particular

organization, desire to try by the wishes of the organization, and acceptance of the values and goals of the organization [7], [15]. In other words, this is an attitude that reflects the loyalty of employees to the organization that later they will express their concern for the organization for success and continuous progress. The way to build loyalty based on commitment is to retrain employees, in this case, such as involving nurses in training that makes nurses experts in their fields so that they can get satisfaction in their work [16]-[18]. Policies and regulations in an organization that lead to increasing the ability of nurses can increase nurses' satisfaction in terms of attention and appreciation [19]. Job satisfaction can also be achieved by joint commitment between leaders and subordinates to always work together in building an organizational culture with a standard interest orientation [20], [21].

Job satisfaction on achievement factors and potential development directly or indirectly influence in increasing organizational commitment. Another way that can build loyalty is by giving trust to employees in carrying out the tasks that have been assigned to them. It is in line with the factors of responsibility on nurse job satisfaction that affect organizational commitment. The higher job satisfaction felt by nurses, the stronger the level of engagement of nurses' organizations. Nice versa, the response of dissatisfaction will be shown by nurses with negative behaviors such as the desire to leave, work poorly, which in turn can reduce the quality of health services to patients. Management should provide feedback to improve job satisfaction, nurse-oriented achievement, and promotion, where nurses feel more trusted and responsible in achieving service goals. Job satisfaction and commitment in organizing can be created with a reward system for each of its members [22], [23]. Rewards in the form of bonuses or promotions and punishments, if often neglected in carrying out the task, must be applied. It can be a culture within the organization to create an organizational culture that respects every component in it and can increase the satisfaction of every member of the organization.

A conducive organizational climate, income following the workload, and working conditions are part of job satisfaction [24]. It relates to the state of commitment in the organization, where organizational commitment will be created if there is financial and moral support.

CONCLUSION

Job satisfaction has a relationship with the commitment of nurses in hospital organizations. High job satisfaction is essential to increase the engagement of nurses in hospital organizations. Job satisfaction is created from the culture in the organization that can guarantee nurses in terms of capacity building and career development of nurses.

REFERENCES

1. E. Hariana, G. Y. Sanjaya, A. R. Rahmanti, B. Murtiningsih, and E. Nugroho, "Penggunaan sistem Informasi manajemen rumah sakit (SIMRS) di DIY," *SESINDO 2013*, vol. 2013, 2013.
2. A. Permana, "Fungsi Sosial Rumah Sakit Berdasarkan Ketentuan Pasal 29 Ayat 1 Huruf F Undang Undang No 44 Tahun 2009 Tentang Rumah Sakit Dikaitkan Dengan Undang Undang No 36 Tahun 2009 Tentang Kesehatan." Fakultas Hukum (UNISBA), 2016.
3. E. Sutrisno, "Manajemen Sumber Daya Manusia. Edisi 1. Cetakan Kedua." Jakarta: Kencana Prenada Media Group, 2010.
4. M. N. Marina, "Peran Perawat Dalam Menjalankan

The Relationship of Work Satisfaction with Nurse Commitments in the Organization of Hospital

- Keselamatan Pasien Dengan Baik Dan Benar," 2019.
5. S. Supartingsih, "Kualitas Pelayanan an Kepuasan Pasien Rumah Sakit: Kasus Pada Pasien Rawat Jalan," *J. Medicoeticolegal dan Manaj. Rumah Sakit*, vol. 6, no. 1, pp. 9–15, 2017.
 6. L. N. Darajat and R. Rosyidah, "Hubungan Budaya Organisasi Dengan Komitmen Organisasi Perawat Bagian Rawat Inap Kelas II Dan III Rumah Sakit PKU Muhammadiyah Yogyakarta," *Kes Mas J. Fak. Kesehat. Masy. Univ. Ahmad Daulan*, vol. 6, no. 2, p. 24828, 2012.
 7. F. Luthans, "Organisational Behaviour: Edisi 10," *Yogyakarta ANDI*, 2005.
 8. [8] N. North *et al.*, "Nurse turnover: A literature review-An update," *Int. J. Nurs. Stud.*, 2012.
 9. I. Radne Rimba Putri and E. Maria Rosa, "Analisis Motivasi Kerja Perawat di Ruang Rawat Inap RS PKU Muhammadiyah Yogyakarta Unit II," *J. Ners dan Kebidanan Indones.*, vol. 3, no. 2, p. 82, 2016.
 10. R. Winasih, Nursalam, and N. D. Kurniawati, "Budaya Organisasi dan Quality of Nursing Work Life Terhadap Kinerja dan Kepuasan Kerja Perawat di RSUD Dr. SOETOMO SURABAYA," vol. 10, pp. 332–342, 2015.
 11. D. B. Gatot and W. Adisasmito, "hubungan karakteristik perawat, isi pekerjaan dan lingkungan pekerjaan terhadap kepuasan kerja perawat di instalasi rawat inap RSUD Gunung Jati Cirebon," *Jakarta Makara Kesehat.*, vol. 9, no. 1, pp. 1–8, 2005.
 12. R. Andini, "Analisis pengaruh kepuasan gaji, kepuasan kerja, komitmen organisasional terhadap turnover intention," *Din. Sains*, vol. 8, no. 16, 2010.
 13. S. P. Robbins and T. A. Judge, "Perilaku Organisasi Buku 1," *Jakarta: Salemba Empat*, 2008.
 14. I. Mardiana, A. V. S. Hubeis, and N. K. Panjaitan, "Hubungan kepuasan kerja dengan turnover intentions pada perawat Rumah Sakit Dhuafa," *J. Manaj. Pengemb. Ind. Kecil Menengah*, vol. 9, no. 2, pp. 119–130, 2014.
 15. S. Naiemaha, A. Abduljabbarsultan, A. Azizirb, I. Ruslan, and Ruswahida, "The relationship between organizational commitment, employee engagement, job satisfaction and turnover intention: Evidences in the malaysian hospitality sector," *Int. J. Adv. Sci. Technol.*, vol. 28, no. 13, pp. 473–482, 2019.
 16. S.-Y. Chen, W.-C. Wu, C.-S. Chang, and C.-T. Lin, "Job rotation and internal marketing for increased job satisfaction and organisational commitment in hospital nursing staff," *J. Nurs. Manag.*, vol. 23, no. 3, pp. 297–306, 2015.
 17. A. Johnson, H. Hong, M. Groth, and S. K. Parker, "Learning and development: Promoting nurses' performance and work attitudes," *J. Adv. Nurs.*, vol. 67, no. 3, pp. 609–620, 2011.
 18. I. S. Harahap, R. F. Dalimunthe, P. Lumbanraja, and Y. Absah, "The antecedents of job satisfaction and organizational commitment and the effects on the performances of civil servants (PNS) in provincial government of North Sumatera-Indonesia," *Int. J. Appl. Bus. Econ. Res.*, vol. 14, no. 11, pp. 7559–7573, 2016.
 19. R. Mardiana Yusuf, "The effect of employee ability, hospital's ethic and leadership on job satisfaction through employee commitment: A study on an Indonesian Type A government hospital," *J. Manag. Dev.*, vol. 37, no. 1, pp. 40–52, 2018.
 20. P. R. Utami and M. K. Sitohang, "Effect of Organizational Culture Intensity on Job Satisfaction," *J. Adm. Kesehat. Indones.*, vol. 7, no. 2, p. 116, 2019.
 21. Marbawi, P. Lumbanraja, A. Nurbaity Lubis, and E. Siahaan, "The influence of organizational culture, individual characteristics, and transformational leadership style on the job satisfaction and performance of employees in indonesia," *Qual. - Access to Success*, vol. 19, no. 163, pp. 43–46, 2018.
 22. M. I. Taba, "Mediating effect of work performance on reward system effect towards employees' job satisfaction: A study of banking company in South Sulawesi, Indonesia," *Int. J. Econ. Res.*, vol. 13, no. 8, pp. 3393–3403, 2016.
 23. E. Siahaan, "Antecedents of employee performance and the influence on employee job satisfaction in banking service sector in Indonesia," *Banks Bank Syst.*, vol. 12, no. 4, pp. 75–89, 2017.
 24. E. D. W. Nursalam, Yeti Elina, "Analisis kepuasan kerja perawat berdasarkan iklim organisasi," *J. Ners Univ. Airlangga*, vol. 5, no. 031, 2009.