



Role of Employee Satisfaction and Organizational Commitments in Improving Nursing Performance in Mataram City Regional General Hospital

Haral Azmi; Ansori

Mataram University of Technology, Lombok, Indonesia

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Abstract

A person's performance in an organization can be influenced by many factors, and the level of job satisfaction and organizational commitment. The objectives of this study are: (1) To analyze and measure the effect of job satisfaction on the performance of nurses in Mataram City Hospital. (2) To analyze and measure the effect of organizational commitment on the performance of nurses in Mataram City Hospital. This research is a causal quantitative study. The population in this study were all nurses as many as 121 people. Data collection tools in this study were questionnaires. Data analysis and hypothesis testing of this study were conducted with the Partial Least Square (PLS) approach. From the results of the research and discussion above, then the conclusions from the research that can be taken are (1) There is a significant influence of Job Satisfaction on Nurse Performance in Mataram City Hospital. (2) There is a significant influence of Organizational Commitment on Nurse Performance in Mataram City Regional General Hospital.

Keywords: *Job Satisfaction; Organizational Commitment; Nurse Performance*

Introduction

According to Wibowo (2010: 7) defines performance as the result of work that has a strong relationship with the organization's strategic goals and satisfaction. According to Gibson (2015), there is a reciprocal relationship between job satisfaction and employee performance. On the one hand, it is said that job satisfaction increases performance so that satisfied employees will work more productively. On the other hand, it is said that job satisfaction occurs because of the performance or good performance, so that more productive employees will get satisfaction at work.

According to Robbins and Judge (2012: 107-108) "Job satisfaction can be defined as a person's positive feelings about work such as feeling happy, not happy or satisfied or not satisfied". This understanding shows important aspects of a job that shows someone's feelings about every aspect that can affect his work, causing feelings of satisfaction or dissatisfaction. The factors in question can be in the form of satisfaction with the nature of work, satisfaction with superiors, satisfaction with salaries and wages, satisfaction with leadership opportunities, and satisfaction with relationships with colleagues.

In addition to job satisfaction factors, organizational commitment factors can also affect performance. According to Gibson, Ivancevich, and Donnelly (2015: 134), one of the factors that can affect performance is organizational commitment. Organizational commitment is a condition that shows the psychological involvement of an individual in a particular organization, where the individual is impartial, loyal, and involved in the organization. In other words, organizational commitment is the relative strength of the involvement of individuals with organizations in achieving the goals and values set (Robbins and Judge, 2012: 100).

Previous research studies on performance have been carried out, including research results from Anita (2014) The results of his research show that job satisfaction and organizational commitment have a positive and significant effect on employee performance. Rikiawan, et al. (2013) found that organizational commitment significantly influenced employee performance. Research conducted by Sunamo., At., Al., (2014) shows that job satisfaction and organizational commitment directly influence teacher performance. Argensia., At., Al., (2014) shows that job satisfaction and organizational commitment have a significant direct effect on employee performance. Kartika., At., Al., (2014) shows that organizational commitment has a significant effect on employee performance.

Some other previous researchers including Yusaini (2017) found that job satisfaction and institutional commitment significantly influence performance. Research conducted by Asdita, Sadha, and Asri (2017) found that organizational commitment has a positive effect on performance and satisfaction has a positive effect on performance. Research conducted by Muhammad Arifin (2017) found that Job Satisfaction has a significant effect on performance. While there are different research results from previous researchers namely research conducted by Rizki (2011) who found that organizational commitment has no significant effect on the performance of public organizations.

As a profession that works professionally and has been stipulated in the law, a nurse who works has the right to receive appropriate and comparable rewards that have been demonstrated, the opportunity to develop themselves, work in a safe and comfortable environment, and work in accordance with ability and education. The provision of compensation, both financial and non-financial, is one of the factors that can provide job satisfaction to nurses as long as the compensation is given in a fair, appropriate and proportional to their expectations, and with compensation, adequate facilities, direction from the party supervisor, good cooperation with coworkers.

Some of the phenomena that have occurred so far many employees have complained about the current state of the nurses' work facilities that do not meet the desired standards, the system of distributing incentives or remuneration which according to employees has not applied the principles of fairness and worthiness. Judging from the data currently available in the last few years most nurses have not received training and development of skills and knowledge in supporting the implementation of activities in providing services to patients. Looking at the education data of nurses and midwives that as much as 70% of nurses and midwives SI/nurses or D4 and as many as 30% are still D3, but there are still many who have not been touched by the skills and techniques that can facilitate the implementation of their work. The objectives of this research are: (1) To analyze and measure the effect of job satisfaction on the performance of nurses in Mataram City Regional General Hospital. (2) To analyze and measure the effect of organizational commitment on the performance of nurses in Mataram City Regional General Hospital.

Literature Review

The Relationship Between Job Satisfaction and Performance

The relationship of performance and job satisfaction is like two sides of a coin that can not be separated from one another, they influence each other wherewith high employee job satisfaction will create high performance as well, conversely with a low level of job satisfaction will cause a negative impact on performance the employee.

Handoko (2012) says "Historically, it has often been assumed that employees who get job satisfaction will do their jobs better. In many cases, there is often a positive relationship between high satisfaction and high performance, but it is not always strong enough and meaningful (significant) ". He further stated that higher job satisfaction was mainly generated by performance (Handoko, 2012). Not the other way around. Better performance results in higher rewards. If the work is felt to be fair and adequate, employee job satisfaction will increase because they receive awards in proportion to their performance. On the other hand, if rewards are deemed insufficient for a level of their performance, job dissatisfaction tends to occur. Conditions of satisfaction or dissatisfaction of the work will then be feedback that will affect future performance. So, the relationship of achievement and job satisfaction of a system that continues.

The same thing was also said by Sedarmayanti (2012) that "A satisfied employee is not always an employee who shows high performance, so does the assumption that an employee with high performance, is a satisfied employee, not supported by the facts. fact".

Meanwhile, Gibson (2015: 110) states, "There is a reciprocal relationship between performance and job satisfaction. On the one hand, it is said that job satisfaction causes an increase in performance so that satisfied workers will be more productive. On the other hand job satisfaction can also occur due to performance or performance so that workers who are more productive will get satisfaction ".

According to Handoko (2012), "Employees who are dissatisfied with work will do a number of combinations of behaviors such as not attending meetings, not coming to work, displaying low performance and reducing their psychological involvement from the work at hand".

Hasibuan (2012) also said, "A person tends to work with enthusiasm if satisfaction can be obtained from his work and employee job satisfaction is a key driver of morale, discipline, and employee performance in supporting the realization of company goals".

According to Strauss and Sayles in Handoko (2012), it explains that: Job satisfaction is also important for self-actualization. Employees who do not get job satisfaction will never reach psychological maturity and in turn, will become frustrated. Employees like this will often daydream, have low morale, get tired and bored quickly, are emotionally unstable and often, do work that has nothing to do with work that should be done. Whereas employees who get job satisfaction usually have better attendance and turnover records, are less active in union activities, and sometimes perform better than employees who do not get job satisfaction.

Based on the description above, the first research hypothesis (H1) is: "It is suspected that job satisfaction has a positive and significant effect on nurse performance".

Relationship Between Organizational Commitment and Performance

Some previous studies until now the relationship between organizational commitment and performance/performance shows a positive relationship in accordance with the desired work outcomes such as high performance, employee turnover, and low levels of absence. In conclusion from various studies that some researchers argue that organizational commitment is a better predictor of the outcome variable desired by Gibson (2015: 120). There are several guidelines submitted by Dessler (2012) to increase employee commitment to the company:

- a) Commit to human values. Make written rules, hire good and appropriate managers, and maintain communication.
- b) Clarify and communicate the company's mission. Clarifying the mission and ideology, applying recruitment based on values, training, and forming traditions.
- c) Ensuring organizational justice. Having an effective complaint and intensive two-way communication.
- d) Creating a sense of community. Emphasizing collaboration, mutual support, teamwork, and gathering together.
- e) Support employee development. Providing challenging work, providing employees without any guarantees and comfort.

Based on the description above, the first research hypothesis (H1) is: "It is suspected that organizational commitment has a positive and significant effect on nurse performance"

Conceptual Framework

Based on the problem being the object of research from this study is as shown in the picture where the research was conducted on nurses in analyzing the effect of Job Satisfaction and Organizational Commitment on Nurse Performance in Mataram City Hospital.

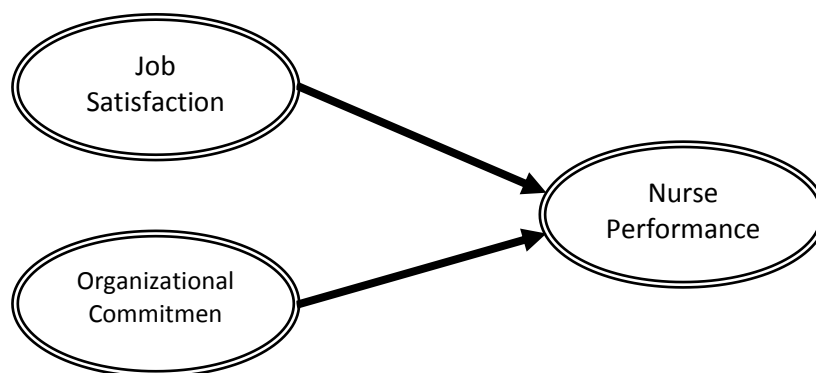


Figure 1. Conceptual Framework

Research Methods

This research is a causal quantitative study. A causal relationship is a causal relationship in order to find out the relationship between the independent variable and the dependent variable in one unit of time (Sugiyono, 2014). The data collection method used in this study is the census method. Census method is a

method of collecting data and information by observing all elements and populations. The population in this study were all nurse nurses who actively worked in the Mataram City Hospital that met the criteria of nurses who had become Civil Servants. The population in this study were 121 people in which all members of the active working population were respondents in this study.

The data collection tool in this study was a questionnaire with several questions that used a Likert scale consisting of indicators of research variables, namely independent variables, namely factors of job satisfaction (self-employment, compensation, coworkers, promotional opportunities, supervisor supervision (supervision), and organizational commitment), the dependent variable of performance which has been tested by validation and reliability first.

Data analysis and hypothesis testing of this study were conducted using the Partial Least Square (PLS) approach using SmartPLSvers 3.0 software. PLS is a structural equation model (SEM) based on components or variances. According to Ghozali (2012), PLS is an alternative approach that shifts from a covariance-based SEM approach to variant-based. Covariance-based SEM generally tests causality or theory while PLS is more predictive in nature.

Result

Testing the hypothesis in this study using the Partial Least Square (PLS) method. PLS is an alternative method of analysis with Structural Equation Modeling (SEM) based on variance. The advantage of this method is that it does not require assumptions and can be estimated with a relatively small number of samples. The tool used is the SmartPLS Version 3.0 program specifically designed to estimate structural equations on a variance basis. Next, the data analysis using the PLS approach is done by evaluating the measurement model and structural model.

Evaluate Measurement (Outer), Models

An indicator is declared valid if it has a loading factor above 0.5 against the intended construct. The SmartPLS output for construct loading factor on the Job Satisfaction variable gives the result that the indicator which has a loading factor value < 0.50 is $X_{1.1}$; $X_{1.12}$; $X_{1.13}$; $X_{1.14}$. Therefore, these indicators are discarded from the research model, while the remaining variables that are not wasted then become constructs in the research model.

The loading factor construct on Organizational Commitment variables gives the result that all indicators have a loading factor > 0.50 . Therefore, all of these indicators subsequently become constructs in the research model.

Loading factor constructs on variables Nurse's performance gives the result that indicators that have a loading factor value < 0.50 are $Y_{1.1}$ and $Y_{1.2}$. Therefore, these indicators are discarded from the research model, while the remaining variables that are not wasted then become constructs in the research model.

Hypothesis Test Results

The next step is to prove the hypothesis that has been proposed in this study. To assess the significance of the prediction model in testing structural models, it can be seen from the t-statistic value between the independent variable and the dependent variable in the Path Coefficient table on the SmartPLS output below:

Table 1. Structural Model

Influence Between Variables	Coefficient	T _{statistic}	T _{Table}	P _{value}
Job Satisfaction -> Nurse Performance	0.194	3.945	1.980	0.000
Organizational Commitment -> Nurse Performance	0.810	18.749	1.980	0.000

The first hypothesis states that "It is suspected that there is a positive and significant influence of Job Satisfaction on Nurse Performance Mataram City Hospital". Through hypothesis testing using PLS analysis aids with test results showing that Job Satisfaction has a positive influence on Nurse Performance of 0.194 with a significance level of 0,000 which is smaller than the standard error of 0.05 (5%), which means significant. So it can be concluded that the first hypothesis is accepted.

The second hypothesis states that "It is suspected that there is a positive and significant influence of Organizational Commitment on Nurse Performance Mataram City Hospital". Through hypothesis testing using PLS analysis aids with test results showing that Organizational Commitment has a positive influence on Nurse Performance of 0.810 with a significance level of 0,000 which is smaller than the standard error of 0.05 (5%), which means significant. So it can be concluded that the second hypothesis is accepted.

Discussion

Effect of Job Satisfaction on Nurse Performance

The test results show that Job Satisfaction has a positive effect on Nurse Performance. This finding is reinforced by the opinion of Gibson, Ivancevich, and Donnelly (2008: 134) that one of the factors that can affect individual performance is job satisfaction. In addition, research results from Anita (2014) and Meliana (2013) found that job satisfaction can have a positive and significant effect on employee performance.

According to Wibowo (2010: 7) which states that employees feel happy in carrying out their work because of the salary, benefits, and incentives received in accordance with the principles of eligibility and fairness. The organization provides opportunities for its members to develop a career within the organization, superiors provide support and feedback on the work of their subordinates, and the division of tasks is in accordance with their competencies and skills. All of these things become factors that dominate the achievement of work or performance in employees. Previous researchers who strengthened the results of this study include Muslims (2008), Anita (2014), and Meliana (2013) who found that job satisfaction has a dominant influence on employee performance.

According to Robbins and Judge (2008: 107) defines job satisfaction as a positive feeling about one's work that is the result of an evaluation of its characteristics. Job satisfaction reflects one's feelings about their work. This is evident from the attitude of employees towards work and everything in the work environment. According to Handoko (1998: 193), it is the duty of every company leader to create job satisfaction for its employees, because job satisfaction is a factor that is believed to encourage and influence employee morale so that employees can work well and will directly affect employee performance. Nitisemito (2001: 109) many factors affect employee performance in internal factors, one of which is employee job satisfaction.

The Effect of Organizational Commitment and Its Dominance on Nurse Performance

The test results show that organizational commitment has a positive influence on nurse performance. This finding is reinforced by the opinions of Moris and Sherman (2001) who argue that "A growing body of research indicates that organizational commitment has utility as a predictor of such important behavioral outcomes as performance, absenteeism, and turnover". Several studies have shown that organizational commitment is useful as a tool to see some very important behaviors, such as performance, attendance at work, and employee turnover from the organization.

Other than that Partial least square (PLS) test results show that Organizational Commitment has a positive regression coefficient and is greater than Job Satisfaction ($0.810 > 0.194$) which means that Organizational Commitment has a more dominant influence compared to Job Satisfaction. According to Gibson, Ivancevich, and Donnelly (2008: 134) factors that can affect performance are ability and skills, demography, perception, attitude, personality, motivation, organizational commitment, work stress, work discipline, reward/compensation, leadership, satisfaction, Conflict, Power, Organizational Structure, Job Design, Organizational Design, Communication, and Career. In addition, research results from Anita (2014) and Meliana (2013) found that organizational commitment can have a positive and significant effect together on employee performance.

Previous researchers have found the significance of the effect of commitment on performance. Nafisah (2005) and Farian (2009) have conducted research and found that organizational commitment has a positive and significant impact on employee performance. In addition, other researchers namely Anita (2014) and Meliana (2013) found that organizational commitment has a significant influence on employee performance.

Conclusion

From the results of the research and discussion above, the conclusions from the research that can be drawn are:

- (1) There is a significant influence of Job Satisfaction on Nurse Performance in Mataram City Hospital.
- (2) There is a significant influence of Organizational Commitment to Nurses' Performance in Mataram City Hospital.

Recommendation

In an effort to improve the Performance of Nurses Inpatient Installation of Mataram City Hospital, it is suggested that policyholders should pay attention to the factors of Nurse satisfaction and commitment because this factor is very important to consider if you want to improve performance Nurse.

Based on respondents' responses, there were several items that were responded to by nurses in the quite satisfied category. Therefore, the management of Mataram City Hospital is expected to pay more attention to policies related to the provision of incentives and benefits to prioritize the principle of justice. Payment of incentives and benefits to nurses should be paid always on time as specified. In addition, career development opportunities based on performance must be truly applicable.

In theory, there are many variables that can affect Nurse Performance, but the focus of this study refers to the theory that Nurse's performance can be influenced by Job Satisfaction and Organizational Commitment. The results showed that Nurse's Performance was significantly influenced by Job

Satisfaction and Organizational Commitment. So for those who are interested in examining the factors that influence Nurse Performance can refer to the theoretical study of this research.

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