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Factors Related To Nurses' Job Satisfaction and Performance in Private Hospitals in Samarinda City, Indonesia

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ABSTRACT

Job satisfaction and performance of health workers have been examined separately, but these two aspects are rarely explored further together, especially for nurses in private hospitals. This paper aimed to provide a description of the variables related to nurses' job satisfaction and performance in Samarinda's private hospitals. In addition, this paper also explains the direct and indirect effects of nurses' job satisfaction and performance in Samarinda's private hospitals. The type of this research was explanatory research. The research sample was the executing nurses in Private Hospitals in Samarinda City consisting of Dirgahayu Hospital and Amarinda Medika Citra Hospital, with the total of 515 nurses. The analytical method used in this research was Structural Equation Modeling (SEM).

This study found that variables that directly affect the nurses' job satisfaction and performance are: job characteristics towards organizational commitment, nurses' job satisfaction, performance, and altruism; transformational leadership towards organizational commitment, nurses' job satisfaction, performance, and altruism; organizational commitment towards nurses job satisfaction, and performance; altruism towards nurses' job satisfaction, and performance, and nurses' job satisfaction towards the performance. Meanwhile, the variables that indirectly affect the nurses' job satisfaction and performance are: job characteristics toward job satisfaction through altruism, job characteristics toward performance through organizational commitment, transformational leadership towards satisfaction through altruism, transformational leadership towards performance through organizational commitment, organizational commitment towards performance through job satisfaction and altruism towards performance through satisfaction. Direct and indirect variables need to be strengthened to increase nurses' job satisfaction and performance.

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1. Introduction

Job satisfaction and performance of health workers are two very important aspects (Aduo-Adjei, Emmanuel, & Forster, 2016; Chao, Jou, Liao, & Kuo, 2015; Lamri, Setyadi, Riadi, Hariyadi, & Palutturi, 2020; Mubarak, Palutturi, Zulkifli, & Nuru, 2016; Palutturi, 2007; Ramli, 2019). Many studies have shown that there is a relationship between satisfaction and performance of health workers (Kabir et al., 2016; Kok et al., 2015; Lamri et al., 2020; Maulindah, Palutturi, & Russeng, 2018; Rusydi, Palutturi, Noor, & Pasinringi, 2020; Sadakah et al., 2020; Wagenaar, Kompier, Houtman, van den Bossche, & Taris, 2015). Job satisfaction and performance of health workers have been examined separately, but these two aspects are rarely explored further together, especially for nurses in private hospitals. Similarly, other variables that affect these aspects are rarely examined comprehensively.

Nurses in hospitals play an important role because nurses have more contact with patients than other types of health workers (Rogers, Hwang, Scott, Aiken, & Dinges, 2004; Scott et al., 2007; Witkoski & Dickson, 2010). Nurses' communication in carrying out the function of nursing services provided involves interpersonal relationships between nurses and patients for 24 hours. This means that nurses are very close to patients they care. Therefore, good communication is needed between nurses and patients. (Akbar, 2016; Noras & Sartika, 2012; Nurhidayah, 2014; O'Connell, Johnson, Stallmeyer, & Cokingtin, 2001; Yusuf, Fitryasari, & Nihayati, 2015). Most hospitals give service to care. That is why, the study of nurses' job satisfaction and its relationship with performance is very important.

Various factors affect job satisfaction and performance such as working conditions, payment and promotion, job security, fairness, as well as relationship with co-workers and supervisors (Parvin & Kabir, 2011). Other studies have shown a weak relationship between job satisfaction and performance, while organizational commitment has strong positive relationship with performance. Attitudes toward job have a strong positive relationship with job satisfaction. This study identified insignificant organizational effects between commitment on job satisfaction and attitudes on job performance (Ahmad, Ahmad, & Shah, 2010; Na-Nan, Panich, Thipnete, & Kulsingh, 2016; Pieterse-Landman, 2012).

Platis, Reklitis, and Zimeras (2015) found that the most important indicators of job satisfaction are based on the weights including the satisfaction weight from the managers, the satisfaction weight forms from the managers' administration, the satisfaction weight of the work methods, the satisfaction weight of recognition, the satisfaction weight of working hours and job security satisfaction. Meanwhile, the most important indicators for self-job performance are self-satisfaction from work quantity, self-satisfaction from productivity, self-satisfaction from initiative, self-satisfaction from work targets, and self-satisfaction from quality improvement.

The results of the study conducted by Bakotić (2016) showed that there was a clear relationship between employees' job satisfaction and organizational performance in both directions, but with a fairly weak intensity. This means that employees' satisfaction affects organizational performance and organizational performance affects employees' performance. Further analysis showed that the relationship between job satisfaction and organizational performance was stronger than the relationship between organizational performance and job satisfaction. Therefore, it can be considered that job satisfaction determines organizational performance more rather than organizational performance which determines job satisfaction.

Based on various literature studies in the relationship between nurses' job satisfaction and performance in hospitals, this study provides support to see the determinants comprehensively. This approach will be able to be used for the decision making process both at the internal level of hospital management, as well as the link between the hospital and the ministry of health, the organization of the hospital and the local government.

This paper aimed to provide a description of the variables related to job satisfaction and performance of nurses at Samarinda's private hospitals. In addition, this paper also explains the direct and indirect effects of job satisfaction and performance of nurses at Samarinda's private hospitals.

2. Materials and method

2.1 Research designs

The type of this research was explanatory research (Creswell & Hirose, 2019).

2.2 Population and sample

Population is a collection of similar individuals who are in a certain area and at a certain time (Braithwaite et al., 2006). In this study, the population was all nurses in Private Hospitals in Samarinda City consisting of 331 nurses in Dirgahayu Hospital and 184 nurses in Hospital Samarinda Medika Citra so that the total population was 515 nurses.

Table 1.

Number of nurse in private hospitals in Samarinda City

No	Hospitals	Population	Sample	Questionnaire
1	Dirgahayu Hospital	331	145	145
2	SMC Hospital	184	80	80
Total		515	225	225

The sampling was carried out using the technique of "proportionate stratified random sampling" (taking patients proportionally and disproportionately) (Neuman, 2011). The greater the number of samples, the better it is. The sample of this study was the executing nurse in the Private Hospitals in Samarinda City.

2.3 Types and data sources

The type of the data used in this research was quantitative data, which is in the form of scoring results of the questionnaire. Meanwhile, the data sources used in this research are as follows:

- 1) Primary Data. Data was obtained directly from the object studied and for the interests of the relevant study. Primary data was obtained by giving questions (questionnaire).
- 2) Secondary Data. Data was obtained through the literature or by studying various writings through books, journals, magazines, tabloids, and information from the internet to support research.

2.4 Data analysis technique

The analytical method used in this research was Structural Equation Modeling (SEM). This technique aimed to find out the relationship between the variant variables contained in structural equation (Joseph F Hair Jr, Hult, Ringle, & Sarstedt, 2016; Joe F Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014; Ullman & Bentler, 2003). The analysis equipment used was Smart PLS rocks.

3. Result and discussion

3.1 Characteristics of respondents

Characteristics of respondents in this study describe the identity of respondents based on gender, age, and years of service as the Executing Nurse in the Private Hospitals in Samarinda City.

Table 2.

The characteristics of respondents

Characteristics of Respondents	Total	Percentage
Gender		
Male	87	38.80%
Female	138	61.20%
Age		
Younger than 25 years old	73	32.40%
25 – 30 years old	43	19.23%
31 – 35 years old	31	13.45%
36 – 40 years old	18	8.20%
Older than 40 years old	60	26.72%
Working Period		
Less than 1 year	19	8.22%
1 – 3 years	62	27.74%

1		
3 – 6 years	107	47.60%
More than 6 years	37	16.44%
Total	225	100%

Table 2 shows that the majority of respondents in this study were female, which is 138 people or 61.20%. Characteristics of research by gender are dominated by female. This is in accordance with the number of the Executing Nurses in Private Hospitals in Samarinda City, most of whom are female. Based on the age of the respondents, it showed that most respondents of this study were younger than 25 years old by 73 people or 32.40%. This condition illustrates that the Executing Nurses in Private Hospitals in Samarinda City are filled with employees under the age of 25 years old. Based on the working period, it shows that most of the respondents of this study have working period at the range of 3-6 years, as many as 107 people or 47.60%. This shows that the Executing Nurse in Private Hospitals in the City of Samarindam has quite good commitment to work in Private Hospitals in Samarinda City.

3.2 Description of research variables

3.2.1 Job characteristics

Perceptions of job characteristics in this study were measured using several indicators related to: 1) Diversity of skills, 2) Identity of tasks, 3) Significance of tasks, 4) Autonomy, and 5) Feedback. Respondents' answers related to indicators for the variable of perception of job characteristics, are as follows:

Table 3.

Perceptions of job characteristics

No	Statements	Answers					Mean	Category
		A	B	C	D	E		
1	My job requires skills to complete a job	96	108	20	1	0	4.33	Very high
2	I have the ability to complete all works	69	114	40	2	0	4.11	High
3	I know my job well	74	88	39	22	1	3.93	High
4	I have the discretion as a nurse to make decisions at work	77	116	22	8	2	4.15	High
5	I get clear and fast feedback on the results of the work	74	133	17	1	0	4.24	Very High
Mean of Perceptions of job characteristics							4.15	High

Table 3 shows that the mean score of job characteristics indicates that respondents with high answer categories are worth 4.15.

3.2.2 Transformational leadership

Transformational leadership perception variable in this study was measured using several indicators related to: (1) Ideal Effect, (2) Inspiring Motivation, (3) Intellectual Stimulation, and (4) Adaptation Considerations. Respondents' answers related to indicators for transformational leadership perception variable are as follows:

Table 4.

Transformational leadership perception variable

No	Statements	Answers					Mean	Category
		A	B	C	D	E		
1	My leader can provide good behavior practices to nurses	76	136	13	0	0	4.28	Very high
2	My leader is able to inspire nurses to stay focused while working	99	113	12	1	0	4.37	Very high
3	The leader directs the nurses to believe in their own abilities	88	121	15	1	0	4.32	Very high
4	My leader listens to my aspirations as a nurse	60	90	63	12	0	3.88	High

1	Mean of Transformational leadership perception	4.21	Very high
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Table 4 shows that the mean score of transformational leadership indicates that respondents with very high answer categories are worth 4.21

3.2.3 Organizational commitment

The variable of perception of organizational commitment in this study was measured using several indicators related to: (1) Feeling pleased towards the organization, (2) Feeling worthy to work at the organization, (3) Feeling loss when leaving work in the organization, (4) Does not accept work offers from other institution, 5) Feeling responsible with the work task, and (6) Care about the progress of the organization. Respondents' answers related to indicators for perceived organizational commitment variables are as follows:

Table 5.

Perception of organizational commitment

No	Statements	Answers					Mean	Category
		A	B	C	D	E		
1	I have a happy feeling about the organization	55	93	66	10	1	3.85	High
2	I feel that it is worth to work at the organization	68	121	33	3	0	4.13	Very high
3	I feel loss when leaving work in the organization	69	138	17	1	0	4.22	Very high
4	I did not accept the offer to work at another hospital	56	127	36	6	0	4.04	High
5	I feel responsible with my work	62	124	36	2	1	4.08	High
6	I care about the progress of the organization	83	116	25	1	0	4.25	Very high
Mean of Perception of organizational commitment						4.09	High	

Table 5 shows that the mean score of organizational commitment indicates that respondents with high answer categories are worth 4.09.

3.2.4 Altruism

Altruism perception variable in this study was measured using several indicators related to: (1) Nurse helps the work of other nurses who absent to work, (2) Nurse helps other nurses who have piled jobs, (3) Nurse helps directing new nurses even if it is not necessary, (4) Nurse helps other nurses who have work-related problems, (5) Nurse is ready to help other nurses who are around. Respondents' answers related to indicators for the Altruism perception variable, are as follows:

Table 6.

Perception of Altruism

No	Statements	Answers					Mean	Category
		A	B	C	D	E		
1	I help other nurses' work who absent to work	77	108	38	2	0	4.15	High
2	I help other nurses who have piled work	78	105	38	4	0	4.14	High
3	I help directing new nurses even if it is not needed	81	108	35	1	0	4.19	High
4	I am happy to help other nurses who have work-related problems	91	101	32	1	0	4.25	Very High
5	I am ready to help other nurses around me	102	95	27	1	0	4.32	Very High
Mean of Perception of Altruism						4.21	Very High	

Table 6 shows that the mean score of Altruism indicates that respondents with very high answer categories are worth 4.21.

3.2.5 Job satisfaction

The variable of perception of job satisfaction in this study was measured using several indicators related to: (1) Satisfied with his own job, (2) Satisfied with the salary or wages, (3) Satisfied with the promotion, (4) Satisfied with the relationship with the superiors (supervision), and (5) Satisfied with the colleagues (workers). Respondents' answers related to indicators for job satisfaction perception variables are as follows:

Table 7.

Perception of job satisfaction

No	Statements	Answers					Mean	Category
		A	B	C	D	E		
1	I feel satisfied with my current salary	94	105	25	1	0	4.29	Very high
2	I feel satisfied with the career policies adopted by the hospital	66	150	9	0	0	4.25	Very high
3	I feel satisfied with the interaction and communication that occurs between nurses in my work unit	56	104	59	4	2	3.92	High
4	I feel satisfied with the support provided by my supervisor	86	126	13	0	0	4.32	Very high
5	I feel satisfied with the work that is my current responsibility	86	114	20	5	0	4.25	Very high
Mean of Perception of Work Satisfaction							4.20	Very high

Table 7 shows that the mean score of job satisfaction indicates that respondents with very high answer categories are worth 4.20.

3.2.6 Nurses' performance

The performance perception variable in this study was measured using several indicators related to: (1) Quantity which is the results of work that nurses do in accordance with the specified targets, (2) Quality which is the results of work that nurses do in accordance with the specified targets, (3) Time which is the results of work that nurses do in accordance with the specified target, (4) Service orientation which is the nurse is determined to provide best for the agency, (5) Integrity which means that then nurses are accustomed to comply with the existing rules, (6) Discipline which means that the nurses always avoid violating the rules at the agency, (7) Cooperation which means that the nurse feels comfortable to work with the colleagues. Respondents' answers related to indicators for performance perception variables are as follows:

Table 8.

Perception of performance

No	Statements	Answers					Mean	Category
		A	B	C	D	E		
1	My work is in accordance with the specified target quantity	77	102	38	7	1	4.09	High
2	My work is in accordance with the specified quality targets	88	116	21	0	0	4.29	Very high
3	I have enough knowledge about my main job	71	103	45	5	1	4.06	High
4	I feel comfortable working with my colleagues	95	127	3	0	0	4.41	Very high
5	I have creativity in solving problems that arise at work	83	129	13	0	0	4.31	Very high
6	I am responsible for my work	73	123	28	1	0	4.19	High
7	I am determined to provide the best service for sick hospitals	72	115	35	2	1	4.13	High
Mean of Perception of performance							4.21	Very high

Table 8 shows that the mean score of performance indicates that respondents with very high answer categories are worth 4.21.

3.3 Direct and indirect effect on nurses' job satisfaction and performance

Structural equations explain the effect of exogenous variables on endogenous variables through intervening variables. Table 9 presents whether the altruism variable, organizational commitment and job satisfaction variables are able to be intervened in the model with the explanation of the table as follows:

Table 9.

Direct and Indirect Effect on nurses' job satisfaction and performance

Direct Effect	Original Sample	P Values	Indirect Effect	Original Sample	P Values	Information
Job characteristics toward organizational commitment	0.341	0.000				
Job characteristics toward nurse satisfaction	0.363	0.000	Job Characteristics toward Satisfaction through Altruism	0.108	0.005	Altruism is able to be an intervening variable because the value of direct effect > indirect effect value
Job characteristics toward performance	0.130	0.065	Job Characteristics toward Performance through Organizational Commitment	0.254	0.000	Organizational commitment is able to be an intervening variable because the value of direct effect < value of indirect effect
Job characteristics toward Altruism	0.195	0.033				
Transformational leadership towards organizational commitment	0.361	0.000				
Transformational leadership towards nurse satisfaction	-0.022	0.792	Transformational Leadership towards Satisfaction through Altruism	0.121	0.000	Altruism is able to be an intervening variable because the value of direct effect < value of indirect effect
Transformational leadership towards performance	0.210	0.001	Transformational Leadership towards Performance	0.091	0.032	Organizational commitment is able to be

			through Organizational Commitment			an intervening variable because the value of direct effect > indirect effect value
Transformational leadership towards Altruism	0.065	0.497				
Organizational commitment towards nurses' job satisfaction	0.342	0.000				
Organizational commitment towards performance	0.126	0.051	Organizational Commitment towards Performance through job satisfaction	0.144	0.000	Satisfaction is able to be an intervening variable because the value of direct effect <value of indirect effect
Altruism towards Nurses' Job Satisfaction	-0.045	0.457				
Altruism towards performance	0.067	0.211	Altruism towards Performance through Job Satisfaction	-0.019	0.456	Satisfaction is not able to be an intervening variable because the value of direct effect > indirect effect value
Nurses' job satisfaction towards performance	0.421	0.000				

Factors related to nurse' job satisfaction and performance in Private Hospital of Samarinda City, Indonesia, can be directly or indirectly. Increased nurses' job satisfaction and performance can be done through direct variables that affect it or through other variables.

There is a relationship between the job characteristics and organizational commitment. The job characteristics include job which requires skills needed to complete a job, the ability to complete all work, know the job well, the discretion as a nurse to make decisions at work, and get clear and fast feedback on the results of the work. The relationship between job characteristics and organizational commitment is also widely discussed by other studies (Bhuiyan & Mengue, 2002; Sneed & Herman, 1990). In the management literature, researchers have explored various configurations of job characteristics, organizational commitment and job satisfaction. Researchers offer a new configuration that includes an interactive effect of job characteristics and organizational commitment to job satisfaction.

Transformational leadership also has correlation with nurse satisfaction. Transformational Leadership is a new leadership model that divides the relationship between leaders and employees that will affect the leadership style of the leader himself (Palutturi, 2015). Transformational Leadership style can be seen from the aspects of ideal influence, intellectual stimulation, motivational inspiration, and

1
individual consideration (Van Eeden, Cilliers, & Van Deventer, 2008). Transformational leadership style is related to nurses' job satisfaction. Some aspects related to the transformational leadership are that the leader can provide good behavior practices to nurses, the leader is able to inspire nurses to stay focused while working, the leader directs the nurses to believe in their own abilities and the leader listens to the nurses' aspirations.

Organizational commitment is related to performance (Fu & Deshpande, 2014; Li, Lu, & Zhang, 2013). This means that the performance of a health worker is very dependent on organizational commitment. Organizational commitment can be in the form of commitments related to maintaining quality, patient satisfaction and employees' satisfaction including commitments related to staff welfare. The important aspects of organizational commitment include having a happy feeling about the organization, feeling worthy to work at the organization, feeling loss when leaving work in the organization, does not accept the work offers from other hospital, feeling responsible with work, and care about the progress of the organization

Furthermore, to increase the employees' satisfaction, there are indirect variables that affect the organizational commitment on performance through satisfaction, likewise, altruism on performance through satisfaction. Increased employees' satisfaction makes it possible to get maximum performance from altruism variables. Some aspects related to the altruism are helping other nurses' work who are absent to work, helping other nurses who have piled work, help directing new nurses even if it is not needed, feeling happy to help other nurses who have work-related problems, and ready to help other nurses around them.

4. Conclusion and recommendation

1. Variables that directly affect the nurses' job satisfaction and performance are: job characteristics toward organizational commitment, nurse satisfaction, performance, and altruism; transformational leadership towards organizational commitment, nurses' job satisfaction, performance, and altruism; organizational commitment towards nurse satisfaction, and performance; altruism towards nurses' job satisfaction, and performance, as well as nurses' job satisfaction towards performance.

2. Variables that indirectly affect the nurses' job satisfaction and performance are: job characteristics toward job satisfaction through altruism, job characteristics toward performance through organizational commitment, transformational leadership towards job satisfaction through altruism, transformational leadership towards performance through organizational commitment, organizational commitment towards performance through satisfaction and altruism towards performance through satisfaction.

3. It is recommended for the hospitals that direct and indirect variables need to be strengthened to increase the nurses' job satisfaction and performance.

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