

## **EXAMINE THE EFFECT OF JOB SATISFACTION ON THE PERFORMANCE OF HOSPITAL EMPLOYEES THROUGH ORGANIZATIONAL COMMITMENT**

**Fatmah Bagis**

Fakultas Ekonomi dan Bisnis, Universitas Muhammadiyah Purwokerto

Email : [fatmahbagis2014@gmail.com](mailto:fatmahbagis2014@gmail.com)

**Abstract :** *Expectancy theory is used in this study to link the effect of job satisfaction on the performance of hospital nurses mediated by organizational commitment. The study was conducted with 150 nurse respondents from two different hospitals in Banyumas Regency. The results show that job satisfaction and organizational commitment have a negative and insignificant effect on nurse performance. And job satisfaction has a positive and significant effect on organizational commitment. The results also show that organizational commitment cannot mediate the effect of job satisfaction on nurse performance.*

**Keywords:** *nurse performance, organizational commitment, job satisfaction, employee performance.*

### **1. Introduction**

Employee performance refers to employee behavior in relation to organizational goals. High employee satisfaction can also increase commitment to the organization and contribute to superior employee performance. (Karem et al., 2019). The hospital is one such organization that is struggling with a lack of organizational commitment from their staff (Sepahvand et al., 2019). Hospitals must be able to manage their resources well to maintain hospital life, because resources in bad hospitals cannot function properly (Isvandiari & Purwanto, 2018).

Reduced participation of nurses in the organization creates other problems such as reduced motivation and job satisfaction (Atashzadeh-shoorideh & Majd, 2014; Raza et al., 2013), reduced performance, all leading to a number of medical nursing errors and endangering patient safety. The role of nurses is very important in providing health services to patients, which is related to improving the quality of services in health care facilities (Hakami et al., 2020). As a caregiver group, nurses make an important contribution and their performance is greatly influenced by job satisfaction and organizational commitment. (Al-Jabari). Nurse job satisfaction relates to and influences problems in the nurse's work system, such as treatment outcomes, patient satisfaction during treatment, and organizational commitment (Hakami et al., 2020).

Researchers have previously conducted research with hospital staff as test subjects without involving nurses in the study. And the results show that the organizational involvement of hospital staff has an impact on staff performance (Ikhsani et al., 2022). Research subjects' initial assessment indicated low job satisfaction, indicating poor coordination among nurses and slow staff performance. The researchers also found high rates

of absenteeism among nurses and a greater desire for self-healing among staff. This study was conducted in two hospitals in different locations. This research is expected to provide clarity through a measurable analysis of the role of job satisfaction on the performance of hospital nurses through organizational commitment.

## **2. Research Method**

This research was conducted on nurses working in two different public hospitals in Banyumas district. Sampling was used as respondents proportionally from the population in each hospital, and a sample of 150 nurses was obtained. Quantitative research was used in this study and used PLS as an analytical tool.

### **a. Theoretical Base**

Expectancy theory says that employee actions tend to be carried out because of the expectation of results to be obtained, which means that optimal service quality will be achieved when employees believe that the effort will result in a good performance appraisal (Rivai, 2004). Robbins & Judge (2008) stated that reinforcement theory has a record for predicting service quality, and optimal service quality will be achieved if employees are committed to repeating behavior that can increase customer satisfaction, as well as in equity theory. , it is stated that employees will remain loyal to the organization if they are satisfied with the justice they feel.

### **b. Employee Performance**

Gunapalan & Ekanayake (2019) Employee performance has an important role in organizational success. Employee performance is a measurement of the quality and quantity of work performed by a person or group after carrying out a task (Schermerhom, 1989). Performance is a real behavior that is displayed by everyone as work performance produced by employees through their roles and institutions (Bagis & Indra, 2021). Edison & Komariyah (2017) state that performance is the result of a process that refers to and is measured for a certain period of time based on predetermined terms or agreements. Based on several opinions from experts regarding performance, it can be concluded that performance is a willingness of a person or group to carry out an activity that is in accordance with the responsibilities with the expected results.

### **c. Organizational Commitment**

Strong belief in organizational values and goals, willingness to make a lot of effort on behalf of the organization and a strong desire to remain members of the organization can motivate employees to work better (Azeem, 2010; Al Zefeiti & Mohamad, 2017). Organizational commitment describes how loyal an employee is to his organization. Loyalty to the organization is shown by the desire to work optimally, having trust in the organization organizational progress, willingness to continue to accept shared values, and acceptance of what the organization's goals are (Bagis & Irawati, 2021).

d. Job Performance

Kirkman & Shapiro (2001) provides an illustration that job satisfaction is closely related to the extent to which their job satisfies them. Smith, et al (1969) stated that job satisfaction can include aspects of satisfaction such as financial problems (salary), bonuses and promotions. Wibowo (2016) Everyone who works expects to get satisfaction from their place of work. Job satisfaction will affect productivity which is expected by managers. For this reason, managers need to understand what must be done to create job satisfaction for their employees.

### 3. Result and Discussion

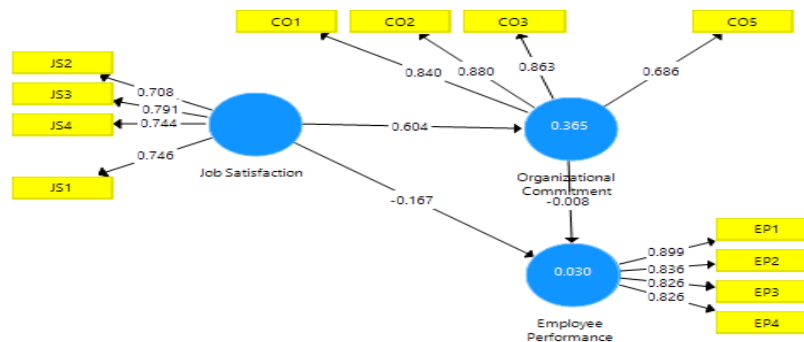
#### a. Results

The questionnaires distributed to all respondents were able to return 100 percent of the 150 questionnaires distributed to nurses in the two hospitals this study conducted. The results of the general description of the respondents showed that 63 percent of the respondents were female, while 37 percent of the respondents were male. Respondents' education was dominated by Bachelor of Nursing graduates. Meanwhile, 33.3 percent of employees worked for more than six years, and the rest worked for less than 6 years.

in the first round of analysis the results of outer loading were carried out, there were values that showed below 0.5 so a second round was carried out. In the second round the loading factor values of all variables exceed 0.5 so that the model is said to be valid. The AVE value obtained results exceeding 0.7 so that all variables are declared reliable, so that further analysis can be carried out.

Table 1. Parameter Coefficient and Statistical Value

	Original Sample	Sample Mean	Standar Deviation	T Statistics	P Value
Job Satisfaction -> Employee Performance	-0.167	-0.180	0.132	1.270	0.205
Job Satisfaction -> Organizational Commitment	0.604	0.004	0.051	11.735	0.000
Organizational Commitment -> Employee Performance	-0.008	0.004	0.130	0.064	0.949
Job Satisfaction -> Organizational Commitment -> Employee Performance	-0.005	0.002	0.079	0.063	0.950



The results of the PLS analysis show direct and indirect effects. The R2 value is 0.365 which indicates that organizational commitment affects employee performance by 36.5 percent. To find out the effect between variables can be seen from the path coefficient value and to answer the hypothesis of a causal relationship between variables can be seen from the pValue, if the p value is less than 0.05 then it is said to be significant and vice versa if it is greater than 0.05 it is declared not significant.

The path coefficient value from job satisfaction to employee performance shows a negative effect of -0.167 and a p value of 0.205 so that it gives the result that job satisfaction has a negative and insignificant effect. The effect of job satisfaction on organizational commitment is shown by the results of 0.604 and a p value of 0.000 so that job satisfaction has a positive and significant effect on employee performance. The results also show that organizational commitment has a negative and insignificant effect on employee performance, because the path coefficient value is -0.008 and the significance value is greater than 0.05. As for the indirect effect, it shows a lift of -0.005 and a p value of 0.950 so that it is stated that organizational commitment cannot mediate the influence between job satisfaction and employee performance.

## b. Discussion

### **Job satisfaction has a significant positive effect on employee performance.**

The first hypothesis in the results of this study was not supported and obtained negative job satisfaction results and no significant effect on the performance of hospital nurses. Job satisfaction defines job satisfaction as a general attitude towards one's work, the difference between the amount of rewards a worker receives and the amount they believe they should receive. Employees who enjoy work will feel satisfied if the results of hard work and rewards are felt to be fair and proper. Hospital nurse job satisfaction currently has not contributed to the increase in nurse work. So far, nurses are still not satisfied with the work they do. Even though the level of cooperation is quite high among colleagues, it is not matched by the compensation received by nurses.

However, the direct superiors are currently considered capable of treating nurses well and the existence of performance appraisals and employee work results does not encourage nurses to work even better. The results of this study are in line with research

conducted by Widodo et al (2019); Bagis & Indra (2021). And it is not in line with research from Silalahi & Bangun (2020); Cahyana et al. (2017) which concluded that job satisfaction has a positive and significant effect on employee performance.

**Job satisfaction has a significant positive effect on organizational commitment.**

This research is very interesting because the results show that job satisfaction has a positive and significant effect on organizational commitment.

Hospital nurses justify that when someone feels the reward received is in accordance with what has been done, the desire to remain part of an institution will be high. However, the conditions that occur at this time employees do not feel this balance, job satisfaction is not achieved. And this gives a signal to the hospital that currently the desire of employees to remain part of the organization is very minimal. Loyalty and trust of nurses to the hospital institution is not owned besides that there is also no emotional attachment of nurses to the organization. This is in line with research by Nurtika & Sariyathi (2018), Saputri, et al (2020), Bagis & Lana (2021) explaining that job satisfaction has a positive and significant effect on organizational commitment. However, this is not in accordance with the research by Nurseha et al. (2021); Soryani, et al (2018), where the results show that job satisfaction has no significant effect on organizational commitment.

**Organizational commitment has a significant positive effect on employee performance.**

The results of the study provide rejection of the third hypothesis, namely organizational commitment has a negative effect on employee performance. Organizational commitment is a more concrete form of loyalty which can be seen from the extent Employees devote attention, ideas, and responsibility to achieve organizational goals. Employees who have high organizational commitment will work happily as a form of service to the company (Bagis et al., 2021). The tenure of hospital nurses, most of whom are more than 6 years, cannot guarantee that they have high organizational loyalty and commitment. As nurses, they work based on the oath of office that they have ever said so that even if they do not have organizational commitment, nurses still carry out their duties and responsibilities towards patients. The professionalism of nurses should be appreciated at work because even though there is a turmoil of incompatibility in the workplace, they still carry out their obligations as hospital nurses to serve patients.

**Organizational commitment can mediate effect between job satisfaction and employee performance.**

This study shows that organizational commitment cannot mediate the influence between job satisfaction and employee performance. Organizational commitment in employees will be obtained when employees feel satisfaction at work. Employees who feel that what they do is commensurate with the reciprocity they receive in return while working will automatically improve employee performance. Hospital nurses

currently do not have a sense of satisfaction at work even though they agree that job satisfaction will have an impact on the sense of belonging and the desire to remain in the organization. But all of that will not necessarily have a good impact on improving the performance of hospital nurses. Indirectly it can be concluded that dissatisfied nurses may justify that this is related to organizational commitment but does not guarantee that they will remain in the institution where they currently work, and does not increase their performance.

#### **4. Conclusion**

The results of this study indicate that job satisfaction has no effect on nurse performance, job satisfaction has an effect on organizational commitment, organizational commitment has no effect on nurse performance and organizational commitment cannot mediate the effect of job satisfaction on nurse performance. A note for the hospital which is a service institution that has a big responsibility for health services to patients. Patients come to the hospital with different complaints and must immediately receive treatment so that the patient is treated immediately.

Hospital nurses are currently working on a humane basis to serve patients wholeheartedly so that patients can get well again quickly. However, in terms of human resources, institutions have an obligation to improve the welfare of employees as a whole. Employees must get motivation from their direct superiors while working, it is necessary to review the compensation provided. Besides that, it is necessary to improve the management of career development in the hospital. If everything has been done, nurses will feel satisfied at work, indirectly fostering a high sense of belonging and loyalty so as to create high organizational commitment as well and will have an impact on improving the performance of nurses in hospitals.

This research is expected to contribute to increasing job satisfaction, organizational commitment and organizational performance of nurses in hospitals. Future research is expected to be carried out using other variables such as leadership with an appropriate style such as spiritual leadership or servant leadership, as well as other variables such as the influence of work conflict, workload, stressors and cyberloafing.

#### **Reference**

- Al-Jabari B, Ghazzawi I (2019) Organizational Commitment: A Review of the Conceptual and Empirical Literature and a Research Agenda. *International Leadership Journal* 11: 78-119.
- Atashzadeh-shoorideh, Foroozan, and Hamid Alavi Majd. (2014). "The Study of Correlation between Organizational Commitment and Job Satisfaction of Nurses Working in Selected Hospitals of Isfahan University of Medical Sciences." (August). doi: 10.14196/sjpas.v3i8.1561.
- Azeem, Syed Mohammad. (2010). "Job Satisfaction and Organizational Commitment among Employees in the Sultanate of Oman." *Psychology* 01(04):295–99. doi: 10.4236/psych.2010.14038.



- Bagis, F. Irawati, Rahmawati D. (2021). "The Effect Of Employee Engagement, Organizational Culture And Emotional Intelligence To Wards Organizational Commitment On Employees Of Pt. Perkebunan Nusantara Ix Kebun Semugih." 3(4):455–62.
- Bagis & Indra. (2021). "Job Satisfaction As a Mediation Variables on the Effect of Organizational Culture and Organizational Commitment To Employee Performance." *International Journal of Economics, Bussiness and Accounting Research (IJEBAR)* 5(2):424–34.
- Bagis, Lana. (2021). "The Effect Of Job Satisfaction, Organizational Culture And Work Stress On Organizational Commitment To Civil Servants At The Regional Secretariat Of Pemalang Regency." *International Journal of Economic, Busiess and Accounting Research (IJEBAR)* 5(3):1935–43.
- Gunapalan, S., and E. M. R. D. Ekanayake. (2019). "Factors Affecting on Job Performance of Employees in Apparel Industry." *Proceedings of 2019 8th International Conference on Industrial Technology and Management, ICITM 2019* 105–9. doi: 10.1109/ICITM.2019.8710741.
- Hakami, Afaf, Hessa Almutairi, Raid Alsulyis, Turki Al Rrwis, and Abdullah Al Battal. (2020). "The Relationship between Nurses Job Satisfaction and Organizational Commitment." *Health Science Journal* 14(1):1–5. doi: 10.36648/1791-809x.14.1.692.
- Isvandiari, Any, and Anang Purwanto. (2018). "The Effect of Organizational Culture, Work Discipline, and Job Satisfaction on the Performance of Non-Medical Employees at the Islamic Hospital of Malang." *Asian Scientific Journal of Business and Economics* 11(1):38–43. doi: 10.32812/jibeka.v11i1.29.
- Karem, Mohammed A., Yazen N. Mahmood, Alaa S. Jameel, and Abd Rahman Ahmad. (2019). "The Effect of Job Satisfaction and Organizational Commitment on Nurses' Performance." *Humanities and Social Sciences Reviews* 7(6):332–39. doi: 10.18510/hssr.2019.7658.
- Nurseha, Nurseha, and Muhammad Yusuf. (2021). "The Effect of Work Motivation and Job Satisfaction on Company Employee Organizational Commitment to Pt.Pln (Persero) Partners ULP Kota Bima." *Journal of Management Development* 10(1):268–78. doi: 10.52859/jbm.v10i1.169.
- Nurtika, Sariyathi. (2018). "The Effect Of Financial Compensation And Job Satisfaction On Organizational Commitment At Pt. Insurance Sinarmas Branch Denpasar." *E-Jurnal Manajemen Unud* 7(5):2764–92.
- Purwantoro, Muh. Fajar. (2020). "The Role of Human Resource Management." 2022(1):1–4.
- Raza K, Rana N.A, Qadir M, Rana A.M. (2013). Relationship between distributive, procedural and organizational commitment: an emprical analysis of public sector of Pakistan. *Middle- East Journal of Scientific Research*. 16(6):878- 83. [https://scholar.google.com/scholar?hl=en&as\\_sdt=0%2C5&q=Relationship+between+distributive%2C+procedural+and+organizational+commitment%3A&btnG=](https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Relationship+between+distributive%2C+procedural+and+organizational+commitment%3A&btnG=)

- Saputri, Tika Ragil, and Marynta Putri Pratama. (2020). "The Effect of Self-Efficacy, Financial Compensation, and Job Satisfaction on Organizational Commitment." *Scientific Journal of Management, Business and Accounting Students (JIMMBA)* 2(5):765–77. doi: 10.32639/jimmba.v2i5.608.
- Schermerhorn, J. R. (1989). *Management for productivity* (3rd ed.). New York: John Wiley and Sons.
- Sepahvand, Faribah, Foorozan Atashzadeh-Shoorideh, Soroor Parvizy, and Mansoureh Zagheri-Tafreshi. (2019). "Factors Affecting Nurses' Perceived Organizational Commitment: A Qualitative Study." *Bangladesh Journal of Medical Science* 18(2):303–11. doi: 10.3329/bjms.v18i2.40701.
- Shah Soryani, T. S. (2018). The Influence of Organizational Culture On Organizational Commitment and Job Satisfaction. *International Journal of Economics, Commerce and Management*, Vol. 6, No. 5, ISSN : 2348-0386, 151-165. [https://scholar.google.com/citations?view\\_op=view\\_citation&hl=en&user=vsfz4sIAAAAJ&cstart=20&pagesize=80&citation\\_for\\_view=vsfz4sIAAAAJ:0EnyYjriUFMC](https://scholar.google.com/citations?view_op=view_citation&hl=en&user=vsfz4sIAAAAJ&cstart=20&pagesize=80&citation_for_view=vsfz4sIAAAAJ:0EnyYjriUFMC)
- Shoorideh F.A, Nabizadeh Z, Khazaei N. The study of correlation between organizational commitment and job satisfaction of nurses working in selected hospital of Isfahan university of medical sciences Scientific. *Journal of Pure and Applied Sciences* 2014;3(8):748-55. 15.
- Silalahi Novalita, Bangun. (2020). "The Influence of Work Discipline and Job Satisfaction on Employee Performance." *Maranatha Management Journal* 19(1):115–26. doi: 10.33603/jibm.v3i1.2080.
- Wibowo, 2016, *Performance Management*, Fifth Edition, 10th Printing. Depok: PT. RajaGrafindo.
- Widodo, Slamet. 2019. "Pengaruh Budaya Organisasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai Pada Dinas Kebersihan Kota Binjai." *Jurnal Manajemen Tools* 11(1):279–95.
- Al Zefeiti, Salim Musabah Bhakit, and Noor Azmi Mohamad. (2017). "The Influence of Organizational Commitment on Omani Public Employees' Work Performance." *International Review of Management and Marketing* 7(2):151–60.