
EFFECT OF JOB SATISFACTION ON EMPLOYEE COMMITMENT IN dr. R. KOESMA TUBAN HOSPITAL

Eva Silviana*¹, Didik Suharsoy²

^{1,2}Health Administration Study Program, Institute of Health Science Nahdlatul Ulama, Tuban

ABSTRACT

Preliminary survey result showed the number of employees knowledge about the event held by dr. R. Koesma Tuban hospital reached 52.8%. It means more than 20% employees are not aware of activity outside the work which that number can affect to decreasing employee commitment to the organization. Job satisfaction factors divided into 5 there are pay satisfaction, promotion, coworker, supervisor and the job characteristic. The aim of this study is to analyze the influence of job satisfaction to employee commitment. Observational analytic was used in this research with the cross sectional design. The data was obtained through questionnaire with simple random sampling involving 62 employees as the sample of this research. The data obtained were analyzed using univariate logistic regression test ($\alpha=0,05$) to examine the influence of Job satisfaction to employee commitment. The test result indicates that job satisfaction is significantly influenced by employee commitment at the significance value of 0.02. Job satisfaction factors that there are influences toward employee commitment are employee's pay satisfaction ($sig=0.001$), promotion ($sig=0.005$), supervisor ($sig=0.004$) and job characteristic ($sig=0.001$). On the other hand, the employee's coworker satisfaction does not influence the employee commitment.

Keywords: employee commitment, job satisfaction, job satisfaction factors.

INTRODUCTION

Hospitals as an organization face two types of customers at once, namely internal customers and external customers (Tjiptono & Diana, 2003). Internal customers are customers who come from within the institution, namely employees of the institution concerned. External customers are consumers who use institutional services. It is important for an institution to seek to improve the quality of service internally because it will determine the job satisfaction of its employees. Employees with a high level of satisfaction tend to improve the quality of their services and will have an impact on external customer satisfaction, in this case, hospital service users. Job

satisfaction is defined as a person's emotional response to work situations and conditions (Sopiah, 2008). Job satisfaction is felt after the employee makes a comparison between what is expected from his work and what he actually gets from his work. RSUD dr. R. Koesma Tuban is a type B private hospital that provides tertiary or complete eye health services. RSUD dr. R. Koesma Tuban has been fully accredited by the Indonesian Hospital Association Committee (KARS) in 2013 and repeated in 2016.

The management of RSUD dr. R. Koesma Tuban routinely assesses employee satisfaction every year. Koesma Tuban has been fully accredited by the Indonesian Hospital Association

*Author Correspondence: Eva Silviana Rahmawati, Institute of Health Science Nahdlatul Ulama, Tuban
email: evasilviana@yahoo.com

Committee (KARS) in 2013 and repeated in 2016. The management of RSUD dr. R. Koesma Tuban routinely assesses employee satisfaction every year. Koesma Tuban has been fully accredited by the Indonesian Hospital Association Committee (KARS) in 2013 and repeated in 2016. The management of RSUD dr. R. Koesma Tuban routinely assesses employee satisfaction every year.

An organization that has employees with a high level of job satisfaction tends to be more effective than an organization with a low level of job satisfaction (Robbins & Judge, 2013). Job satisfaction is individual, so each employee has a different job satisfaction according to his perception of his job. Furthermore, several behaviors are explained as a form of employee dissatisfaction, namely exit, voice, loyalty and neglect. Exit is employee behavior that leads to resignation. Loyalty is the behavior of employees who try to improve the situation by providing suggestions for improvement. Loyalty is the loyal behavior of employees towards the organization which is passively waiting for conditions to improve, while Neglect is behavior that tends to let conditions worsen supported by increasing levels of employee absenteeism (Robbins & Judge, 2013).

A preliminary survey conducted in 2017 obtained several programs or activities outside of work that have been held by RSUD dr. R. Koesma Tuban. Activities outside the work are social services, healthy walks, training, halal bihalal, Birthday of RSUD dr. R. Koesma Tuban, gathering, accreditation, recreation and outbound. Respondents in this preliminary survey are permanent employees and temporary employees who have worked at least 1 year at RSUD dr. R. Koesma Tuban. The result was

47.2% of employees answered less than 3 types of activities that had been held by RSUD dr. R. Koesma Tuban by 47.2%, meaning that the respondents' knowledge of activities outside the work of RSUD dr. R. Koesma Tuban is still low at only 52.8%. Based on the preliminary survey, it is known that employee participation in activities that are known to be quite good, as evidenced by 94.1% of employees have participated in activities outside of work that they know about, while the rest do not participate for reasons of other needs. Employee knowledge of activities held by RSUD dr. R. Koesma Tuban affects the level of employee participation in hospital activities.

This participation then has an impact on employee commitment (Luthans, 2006). Employee commitment is closely related to the reasons for employees to maintain themselves in an organization. Employee commitment is defined as a bond between the individual and the organization characterized by three characteristics, namely (a) The existence of a strong belief and acceptance of the goals and values of the work organization; (b) There is a desire to maintain themselves in order to remain a member of the organization and; (c) There is a willingness to work hard as part of the work organization (Allen & Meyer, 1990). Therefore, employees who feel satisfied tend to have a high commitment to the organization so that it has an impact on the resulting performance and the low number of employee turnover intentions. This study aims to examine the effect of employee job satisfaction on employee commitment. The results of this study are expected to be a consideration for the management of RSUD dr. R. Koesma Tuban Hospital.

METHODS

This research is an analytic observational study with a cross sectional design. The research was conducted in RSUD dr. R. Koesma Tuban. The population in this study were employees of RSUD dr. R. Koesma Tuban totaled 169 people. The sample size was obtained based on the simple random sampling calculation formula, so that the research sample was obtained as many as 62 people. Determination of research respondents was done randomly without looking at the previous list of names. Employees in each work unit will be asked if they are willing to participate in filling out the questionnaire. Employees who are willing and have filled out the questionnaire enter the respondents in the study. This step was repeated until there were 62 respondents.

Primary data was obtained through filling out questionnaires by respondents. The research questionnaire used a Likert scale with answer choices Strongly Disagree, Disagree, Agree, and Strongly Agree. The independent variable in this study is job satisfaction which consists of satisfaction with salary, promotion, co-workers, superiors and the nature of the work measured using a job satisfaction questionnaire developed by Cellucci and De Vries (1978). There are 4 question items for each job satisfaction factor, so there are a total of 20 employee job satisfaction questions. The measurement of the dependent variable of employee commitment uses the Organizational Commitment Questionnaire instrument developed by Allen and Meyer (1990). The questionnaire consists of 18 questions to measure the three dimensions of commitment, namely affective commitment, continuance commitment and normative commitment, so that each dimension is represented by 6 questions

(Allen & Meyer, 1990). The total score of employee commitment is the sum of the three dimensions of commitment with 18 questions. Then grouped into low, moderate and high categories. Each independent variable was tested for its effect on the dependent variable using a univariate logistic regression test with the help of a statistical test application, namely SPSS version 21.

RESULTS

Employee Job Satisfaction
Employee job satisfaction is the perception of employee satisfaction with salaries, promotions, co-workers, superiors and the nature of the work performed (Robbins & Judge, 2008). Work satisfaction scores of RSUD dr. R. Koesma Tuban is obtained by adding the five factors of employee job satisfaction. includes salary, promotions, co-workers, boss and nature of work. Then the sum results are categorized as low, sufficient and high.

The results of the job satisfaction research showed that 53.2% of the employees of RSUD dr. R. Koesma Tuban has high job satisfaction. The remaining 46.8% of employees have sufficient job satisfaction. No employees of RSUD dr. R. Koesma Tuban who has job satisfaction in the low category.

Factors of job satisfaction of RSUD dr. R. Koesma Tuban obtained from the sum of the scores of each question indicator satisfaction with salary, promotion, co-workers, boss and job. Then the results are grouped into 3 categories (low, moderate and high). Table 1 describes the measurement results of each job satisfaction factor consisting of salary satisfaction, promotions, co-workers, superiors and the nature of the job.

Table 1 shows that there are no employees of RSUD dr. R. Koesma Tuban who has low satisfaction on each employee job satisfaction factor. Employee satisfaction with co-workers has the highest percentage in the sufficient category, which is 59.7%. Overall, it can be seen that the employees of RSUD dr. R. Koesma Tuban has high satisfaction with salary, promotion, and nature of work.

Table 1. Results of Measurement of Salary Satisfaction Indicators, Promotions, Colleagues, Bosses and Job Characteristics of RSUD dr. R. Koesma Tuban 2021

Job Satisfaction Indicator	Category	Number of people)	Percentage (%)
Wages	Low	0	0
	Enough	30	48.4
	Tall	32	51.6
	Total	62	100
Promotion	Low	0	0
	Enough	29	46.8
	Tall	33	53.2
	Total	62	100
Work colleague	Low	0	0
	Enough	37	59.7
	Tall	25	40.3
	Total	62	100
Superior	Low	0	0
	Enough	31	50
	Tall	31	50
	Total	62	100
Nature of Work	Low	0	0
	Enough	36	41.9
	Tall	26	58.1
	Total	62	100

Satisfaction with high salary indicates that the remuneration in the form of salary received by RSUD dr. R. Koesma Tuban is considered competitive and in accordance with the accepted job responsibilities (Robbins & Judge, 2013).

The high satisfaction of promotion factors indicates that employees tend to be satisfied with the applicable promotion system, including the standards used for promotions and the promotion implementation system at RSUD dr. R. Koesma Tuban. Employees who have high satisfaction with the nature of work, it means that the five basic dimensions of work according to Robbins and Judge (2008) greatly determine employee satisfaction, namely skill variation, task identity, task significance, autonomy and feedback have been considered by the management of RSUD dr. R. Koesma Tuban.

Skill variety is the degree to which a job requires individuals who are able to perform multiple skills in completing a task. Task identity is the extent to which a job requires completion of all identified parts of the job. Task significance or task meaning is the extent to which work has an impact on the lives or work of others. Autonomy is the degree to which work provides freedom for employees in its completion. Feedback is the extent to which work activities make employees aware of the effectiveness of their performance (Robbins & Judge, 2008).

The percentage of employees with satisfaction with their superiors is quite the same as the percentage of employees with satisfaction with their superiors in the high category, each with a percentage of 50%. Based on the results of the study, it is known that there is a good relationship between superiors and subordinates. Hospital employees dr. R. Koesma Tuban tends to be satisfied with the attitude of his leadership.

Satisfaction with co-workers of RSUD dr. R. Koesma Tuban is quite good. Siagian (2013) states that having

supportive coworkers can increase job satisfaction because they can provide mutual assistance and motivation in completing their work.

The impact of job satisfaction is employee performance, absenteeism rate and employee turnover rate. It was further explained that job satisfaction affects employee commitment first before affecting employee performance (Robbins & Judge, 2013).

Employee Commitment

Employee commitment according to Robbins & Judge (2008) is a condition when an employee sided with the organization and accepted the organization's goals, and tried hard to remain a member in the organization where he worked. Affective commitment arises when employees tend to want to stay in an organization, so that employees stay in an organization because of their own desire to work and be part of the organization. Continuing commitment arises if employees want to stay as employees because they want the benefits or benefits that are obtained if they remain part of the organization. Employee normative commitment arises from employee values that are believed by an employee.

The employee commitment score is obtained from the sum of the scores for each dimension of employee commitment, namely the dimensions of affective commitment, sustainability commitment and normative commitment. Then the sum results are categorized into low, moderate and high. The results of the measurement of the commitment of the RSUD dr. R. Koesma Tuban is described in table 2.

Table 2. Results of Measurement of Employee Commitment at RSUD dr. R. Koesma Tuban 2021

Employee Commitment	Number of people)	Percentage (%)
Low	0	0
Enough	29	46.8
Tall	33	53.2
Total	62	100

Table 2 shows that as many as 53.2% of RSUD dr. R. Koesma Tuban has a high commitment to the workplace, the remaining 46.8% of employees have a moderate commitment. There were no employees who had low employee commitment.

Employees who have high employee commitment tend to be influenced by personal factors, job characteristics, organizational characteristics and work experience (Sopiah, 2008). Personal factors related to age, gender, education level and the nature of the employee. Characteristics of work that is the challenge in the work and the level of difficulty of work for employees. The characteristics of the organizational structure are related to the size of the organization where the employee works and the level of employee control in carrying out the work. Employee work experience is very influential on the level of employee commitment.

Employees who have a high level of commitment to the organization will tend to have a desire to give more effort and responsibility for the success of their organization (Allen & Meyer, 1990). Therefore, employees with a high level of commitment tend to have a good level of performance because employees tend to want to stay in the organization and achieve organizational goals.

The Effect of Job Satisfaction on Employee Commitment

The effect of job satisfaction on employee commitment at the Undaan Eye Hospital Surabaya based on the results of the univariate logistic regression test has a significance value of 0.002, which means that there is an effect of job satisfaction on employee commitment because the p value $< (0.05)$. The Exp value (B) obtained is 0.269. This coefficient shows the strong influence of job satisfaction on employee commitment. The meaning of the value of Exp (B) = 0.269, namely the possibility that employees who have high satisfaction will be sufficiently committed 3.72 ($1/0.269$) times greater than employees who have sufficient job satisfaction. So it can be concluded that increasing job satisfaction tends to increase employee commitment. The results of this study support the research of Gondokusumo and Sutanto (2015) which was carried out on permanent workers of a company with a sample of 214 workers. The results showed that job satisfaction had a positive effect on organizational commitment. This research is also in line with previous research conducted by Utama and Wibawa (2016) on employees of a lodging service provider company, Bali Rani Hotel, the results show that job satisfaction has a significant effect on employee commitment to the organization. Research conducted by Prabowo, et al., (2016) with the title "The Influence of Compensation and Job Satisfaction on Organizational Commitment of Nurses and Contract Midwives at Bhayangkara Hasta Brata Hospital Batu Malang" states that there is an effect of job satisfaction of nurses and midwives on employee commitment to the organization. This research is also

in line with previous research conducted by Utama and Wibawa (2016) on employees of a lodging service provider company, Bali Rani Hotel, the results show that job satisfaction has a significant effect on employee commitment to the organization. Research conducted by Prabowo, et al., (2016) with the title "The Influence of Compensation and Job Satisfaction on Organizational Commitment of Nurses and Contract Midwives at Bhayangkara Hasta Brata Hospital Batu Malang" states that there is an effect of job satisfaction of nurses and midwives on employee commitment to the organization. This research is also in line with previous research conducted by Utama and Wibawa (2016) on employees of a lodging service provider company, Bali Rani Hotel, the results show that job satisfaction has a significant effect on employee commitment to the organization. Research conducted by Prabowo, et al., (2016) with the title "The Influence of Compensation and Job Satisfaction on Organizational Commitment of Nurses and Contract Midwives at Bhayangkara Hasta Brata Hospital Batu Malang" states that there is an effect of job satisfaction of nurses and midwives on employee commitment to the organization.

Job satisfaction is related to the fulfillment of the needs and desires of employees by the organization, then by itself the employee will increase the commitment that is in him. Variables that have a positive effect on job satisfaction are salary/reward, promotion opportunities, co-workers, their superiors and the nature of the work itself.

CONCLUSION

Hospital employees dr. R. Koesma Tuban has a high level of job satisfaction and a high level of commitment to the organization. Based on the results of the influence test, it shows that job satisfaction has a significant effect on employee commitment. Job satisfaction factors that have a significant effect on employee commitment are salary, promotion, boss and nature of work, while the co-worker variable does not have a significant effect on employee commitment. The nature of work is a factor that has a dominant influence on employee commitment to the organization.

Hospital employee commitment dr. R. Koesma Tuban which is already high, so that it can be maintained and improved by increasing employee job satisfaction, especially on the nature of the work.

REFERENCES

- Allen, N. & Meyer, J., 1990. The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization. *Journal of Occupational Psychology*, pp. 1-18.
- Cellucci, AJ & De Vries, DL, 1978. *Measuring Managerial Satisfaction: A Manual for MJSQ*, United State: Center for Creative Leadership.
- Fajri, AN, Utami, HN & Ruhana, I., 2015. Effect of Promotion on Job Satisfaction and Employee Job Performance (Study on Employees of TP. Garam (Persero) Surabaya, East Java). *Journal of Business Administration (JAB)*, 21(1), pp. 67-76.
- Gondokusumo, S. & Sutanto, EM, 2015. Motivation, Job Satisfaction and Employee Organizational Commitment. *Journal of management and entrepreneurship*, 17(2), pp. 186-196.
- Hasibuan, MSP, 2013. *Human Resource Management*. Jakarta: Bumi Aksara.
- Husniyawati, YR, 2016. Analysis of the Influence of Motivation, Commitment and Organizational Factors on the Performance of Poysandu Cadres (Study on Increasing Participation of Mothers of Toddlers in Posyandu Work Area of Sidotopo Wetan Health Center Surabaya City). In: *Scripts*. Surabaya: Airlangga University.
- Larasati, SP & Haksama, S., 2016. Application of Theory of Contrain on Job Satisfaction of RSUD dr. R. Koesma Tuban. *Indonesian Journal of Health Administration*, 4(2), pp. 155-162.
- Luthans, F., 2006. *Organizational Behavior*. 10th ed. Yogyakarta: Andi.
- Prabowo, A., Alamsyah, A. & Noermijati, 2016. Effect of Compensation and Job Satisfaction on Organizational Commitment of Contracted Nurses and Midwives at Bhayangkara Hasta Brata Hospital, Batu Malang. *Journal of Management Applications*, 14(1), pp. 58-67.
- Prasanti, AP, 2016. Analysis of the Effect of Application of Total Quality Management Principles on Employee Job Satisfaction. In: *Scripts*. Surabaya: Airlangga University.
- Purwanti, E. & Anjarnako, TS, 2015. The Influence of Job Satisfaction Factors on Organizational Commitment of Administrative Section Employees at PT. Perkebunan Nusantara X (Persero) PG Business Unit. Toelangan - Sidoarjo. *Journal of Economics and Business*, 7(1), pp. 19-38.

- Robbins, SP & Judge, TA, 2008. Organizational Behavior. 12th ed. Jakarta: Salemba Empat.
- Robbins, SP & Judge, TA, 2013. Organizational Behavior. 15th ed. New Jersey: Pearson Education.
- Siagian, PS, 2013. Human Resource Management. Jakarta: Earth Literacy.
- Sopiah, 2008. Organizational Behavior. Yogyakarta: Andi.
- Tjiptono, F. & Diana, A., 2003. Total Quality Management. Yogyakarta: Andi.
- Utama, DPPC & Wibawa, IMA, 2016. The Effect of Job Satisfaction on Organizational Commitment and Organizational Citizenship Behavior on Employees of Bali Rani Hotel. E-Journal of Management Udayana University, 5(4), pp. 2511-2453.