

Factors Affecting The Job Satisfaction And Performance Of Nurses Private Hospitals Class B In Makassar

Abbas Saleh, Mansyur Ramly, Mursalim Umar Gani, Suriyanti

ABSTRACT: The Objectives of this research were to examine and analyzes empirically about: (1). The influence of competence to the work satisfaction of the nurses, (2). The influence of work environment to the work satisfaction of the nurses, (3). The influence of leadership transformational to the work satisfaction of the nurses, (4). The influence of competence to the performance of the nurses, (5). The influence of work environment to the performance of the nurses, (6). The influence of leadership transformational to the performance of the nurses, (7). The influence of work satisfaction to the performance of the nurses at the private hospitals class B in Makassar. This research employed the primary data through survey. As respondents of population was the number of nurses at the private hospitals class B in Makassar. They were 1.009 nurses. This research used Slovin Method sampling. The samples of this research consist of 170 respondents, which the samples determined by proportional technique. Propotional Stratified Random Sampling formula was used to agglomerate the hospital and each care unit of the object research. In which the data was analyzed by Path Analysis in testing hypotheses. The analyzsis result showed: (1). Competence, work environment, and leadership transformational had influence significantly to work satisfaction of the nurses, (2). Work environment, leadership transformational, and work satisfaction had influence significantly to the performance of the nurses, (3). Competence did not influence significantly to the performance of the nurses. But competence could increased performance of the nurses in work satisfaction of the nurses, so competence would had better meaning when the hospital could increased work satisfaction of the nurses as reality of the implementation of competency that was getting better. The practical implication of this research could given the increasing knowledge and understanding to the nurses and hospital management to improve the Performance of the nurses at the private Hospitals class B in Makassar, through competence, work environment, leadership transformational, and work Satisfaction of the nurses.

Keywords: Competence, Work environment, Leadership transformational, work, Satisfaction, and Performance of the nurses.

1 INTRODUCTION

Human resources is important things as hospital indicator of the success of effective and efficient. Resources with sufficient quantity, high quality and professionally in accordance with the functions and duties. Empirical facts was showed is still a lot of errors and omissions that often occur in performing the duties of health services in hospitals, especially nursing officer. Negligence of nursing practice of the nurse does not use the skill level and knowledge of nursing were used when they in treating patients. Donald (2007:1) state that access self-development is basically a recognition of the competence of human resources by introducing the theory of the window with the concept of KSEA (Knowledge, Skill, Experience, Attitude), that any self-development of human beings observed or seen from four sides shaped viewpoint, namely the Integration of Knowledge and the views of academic abilities, skills seen from the training ever followed, work experience based on length of service, and attitude based on the mastery of work. The working environment has direct influence on job satisfaction and employee performance. Although these factors are important, unfortunately many companies pay less attention. For example: the problem of air temperature on work place, the space of work place, job security, work equipment, relationships among employees and relationship with superiors. According to Sedarmayanti (2001: 21) states in her outline, the type of working environment is divided into two part: physical working environment and non-physical working environment. Leadership is the process to influence the activities of individuals or groups in order to achieve the goals. Robbins (2008: 90) state transformational leadership is a leader who inspires his followers and put aside their personal interests for the good of the organization and they can have a tremendous influence on the self- followers. The uniqueness and originality of this study are: (1). Combined with the variable competence, working environment and transformational leadership as variables that influence job

satisfaction and nurse performance in Grade B non government/private Hospital in Makassar. The previous researchers looked only at a part of this variable. (2). The object of this study consisted of several non government/private hospitals for Grade B in Makassar, whereas previous studies looked only at one hospital, some have examined only a part or a service unit only in a hospital.

2. Problem Study

1. What is the effect of competence in job satisfaction on nurse in non government/private Hospital Grade B in Makassar?
2. Is the working environment influence of job satisfaction on nurse in non government/private Hospital Grade B in Makassar?
3. Is Transformational Leadership effect of job satisfaction on nurse in non government/private hospital Grade B in Makassar?
4. Is the Competence affect on nurse performance in non government/private hospital Grade B in Makassar?
5. Is the working environment influence on nurse performance in non government/private hospital Grade B in Makassar?
6. Is Transformational Leadership effect on nurse performance in non government/private hospital Grade B in Makassar?
7. What is the effect on the job satisfaction on nurse performance in non government/private hospital Grade B in Makassar?

3. Literature Review

A. Human Resource Management

Human resource management by Mathis and Jackson (2006: 3) is the design of the formal systems within an organization to ensure the use of human talent effectively and efficiently in order to achieve organizational goals that have been set. Dessler (2000: 67) defines the functions of human resource management consists of: (1). Recruitment and placement-job analysis, (2). Personal planning and recruiting, (3). Employee testing and selection, interviewing candidate, (4). Training and development-training, and developing employees, (5). Managing organizational renewal, (6). Appraising performance, managing career and fair treatment.

B. Nurses

Indonesian Department of Health (2002) describe the professional nurse is a nurse who is responsible and authorized to provide nursing services independently or in collaboration with other health professionals in accordance with their authority. Nurses are important human resources in hospitals because in addition to the amount of the dominant approximately 55-65%. Therefore, nursing services as an integral part of health care in hospitals is most definitely has a contribution that will determine the quality and quantity of services at the hospital. Every effort to improve the quality of hospital services should also be accompanied by efforts to improve the performance of nursing (Kepmenkes RI, 2001). According to Indonesian Law. No. 23 year 1992, nurses are human that have the ability and authority to take action because of their knowledge of nursing through nursing education. International Council of Nursing (ICN) in 1965, adding that a nurse is a person who has completed a nursing education are eligible as well as authorities in the countries concerned to provide nursing services responsible for improving health, disease prevention and disease care of the whole society.

C. Competence

Competence according to Dessler (2004: 70), referring to the knowledge, skills and personality (attitude) of individuals who directly affect the performance of employees. Competence may be mastery of problems, cognitive and behavioral skills, purpose, temperament, self-concept, attitudes or values. Everyone can be measured clearly and can be shown to distinguish superior or outstanding behavior average. Mastery of the problem and relatively easily taught skills, change attitudes and behavior is relatively more difficult. While changing the destination can be done but the process is lengthy, time-consuming and expensive. Kravetz (2004: 67), suggests that competence is something that someone pointed out in the work every day. The focus is on work place behavior, not personality traits or basic skills that exist outside or in the work place of employees. Competence is understood as a combination of skills, personal attributes, and knowledge that is reflected through the performance behavior (job behavior) that can be observed, measured and evaluated. In some systems, the competence is often divided into two types, namely hard and soft competences. Soft competence as type of competence related to the ability to manage work processes, human relations and build interactions with others. For example soft competency are: leadership, communication, interpersonal relations, and others. According to Spencer

(1993: 9), stating that the competence of a person is an individual basis related to the effective and superior performance in a job. Theory Model Concept Iceberg (Iceberg) proposed by Spencer that knowledge and skills are on the peak of a mountain covered by ice. This means that the knowledge and skills can change easily, while the behavior, character and self-concept is the lower part of the iceberg that is not visible, it means that the behavior, character and self-concept is not easy to be modified or developed but can be to learn something that consistently thinks or wants someone who causes the appearance of an act resulting in a change.

D. Working Environment

According to Rival (2010: 165) that the work environment is a whole infrastructure that exists around employees who are doing the work itself. The working environment includes: the work place, the facilities and the tools of work, cleanliness, lighting, tranquility as well as the relationship between the people in the area. Sedarmayanti (2001: 21) states that, generally speaking, the type of work environment is divided into two, namely as physical working environment and non-physical working environment. Steers (2005: 78) argues that the working environment is all the intangible factors and being around a work area and generally affect the implementation of the employee's job. Steers divide the working environment form the two aspects: (1). The internal environment, which is a factor in the organization that creates the cultural values and social venue for activities towards the destination and (2). The external environment as an environment that generally reflect the strength of which is outside the organization.

E. Transformational Leadership

According to Robbins (2006: 432) leadership is the ability to influence a group toward the achievement of targets. Organizations need strong leadership and management to achieve optimum effectiveness. Furthermore, according to Robbins (2006: 433) that the theory is a theory that examines personality traits distinguishing personal characteristics of a leader is not a leader. There are six characters that distinguish leaders and not leaders are: ambition and passion, the desire to lead, honesty and integrity, confidence, intelligence and knowledge relevant to the work that they do. Gibson et al., (2003: 135) defines leadership as an attempt to exert influence, to encourage individuals to achieve a goal. Burns explains transformational leadership as a process to which "leaders and followers raise one another themselves to the level of morality and a higher motivation". Bass (1985) in Yukl (1998: 178) proposes a theory of transformational leadership that is built on the idea that is ahead of Burns. The theory formulation includes three components, namely charisma, intellectual stimulation (intellectual stimulation), and individualized attention (individualized consideration).

F. Job Satisfaction

George and Jones (2005: 80) states that job satisfaction is a set of feelings and beliefs of a person on the work being undertaken. Job satisfaction has the power to affect the widespread of behavior in organizations and contribute at the level of worker satisfaction. Merhorn et al., (2004: 10) defines job satisfaction is how people feel about their jobs and working conditions owned. Pierce and Gardner (2002: 192) states that job satisfaction is a reflection of the gap between what you want from a job (precious) and what is received from the job.

Overall, job satisfaction to explain the reaction that affects a person as a whole into a series of work and work-related factors. Job satisfaction is a combination of factors of satisfaction. Robbins (2001: 148) declare that job satisfaction can be measured by several criteria including the nature of the work, supervision, wages, promotion opportunities, and relationships with colleagues. While Luthans (2001: 431) argues that job satisfaction can be measured by payments such as salaries or wages, job itself, co-workers, job promotion and supervisors

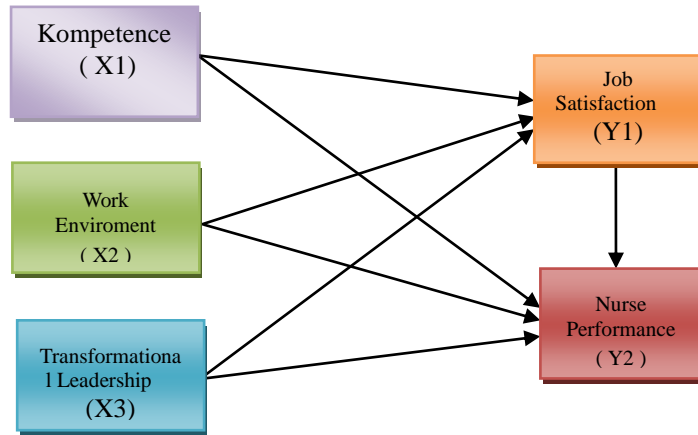


Figure 1: Conceptual Framework

4. Hypothesis

Based on the background of the problem, study objectives, theoretical concept and the formulated conceptual framework, the study hypothesis is proposed as follows:

1. Competence have positive and significant impact on job satisfaction on nurse in non government/private hospital Grade B in Makassar.
2. The working environment is positive and significant impact on job satisfaction on nurse in non government/private hospital Grade B in Makassar.
3. Transformational leadership have positive and significant impact on job satisfaction on nurse in non government/private hospital Grade B in Makassar.
4. Competence have positive and significant impact on nurse performance in non government/private hospital Grade B in Makassar.
5. The working environment is positive and significant effect on nurse performance in non government/private hospital Grade B in Makassar.
6. Transformational Leadership have positive and significant impact on the nurse performance in non government/private hospital Grade B in Makassar.
7. Job satisfaction have positive and significant effect on the Performance of Health Worker in non government/private hospital Grade B in Makassar.

5. Objectives

As theoretically, it is expected this study can be taken as a basis for further research to see Factors That Influence on job satisfaction and nurse performance in non government/private hospital Grade B in Makassar. In addition, further research may be added by a variable that has not been included in this study. As a practical, expected results of this study could be one of the suggestions that are meaningful and contribute to

the management of the non government/private hospital Grade B and they have working standards for application.

6. RESEARCH METHODOLOGY

The methods of research was used to determine the causal relationship between the independent variable on the dependent variable with applied Technical Analysis Path (Path Analysis). To analyze the patterns of relationships between variables in order to determine the effect of directly or indirectly, a set of independent variables (exogenous) to the dependent variable (endogenous). Path analysis in this study was used regression coefficients in the two regression equation as the relationship between the independent variable competence, working environment, transformational leadership with the dependent variable of job satisfaction. The independent variable competence, working environment, transformational leadership, job satisfaction with nurse performance as dependent variable.

7. RESULTS

Results of testing path coefficients in structural equation models that explain the relationship directly or indirectly to the independent variables and the dependent, namely effect of competence (X1) to job satisfaction (Y1), relationship working environment (X2) with job satisfaction (Y1), Relationships transformational leadership (X3) and job satisfaction (Y1) Relationship Competence (X1) with nurse performance (Y2), working environment (X2) with nurse performance (Y2), Transformational Leadership (X3) with nurse performance (Y2) and the relationship of job satisfaction (Y1) with nurse performance (Y2), can be presented in Table 20 which is testing the hypothesis by looking at the p-value. If the p-value less than 0.05, the relationship between variables is significant. Result of test was showed in Table 20:

Hypothesis Testing

HIP	Independent Variable	Dependent Variable	Direct Effect			
			Standardize	CR	p-value	Status
H1	Competence (X1)	Job satisfaction (Y1)	0.181	2.915	0.004	Significant
H2	Working environment (X2)	Job satisfaction (Y1)	0.519	8.297	0.000	Significant
H3	Transformational Leadership (X3)	Job satisfaction (Y1)	0.179	3.036	0.002	Significant
H4	Competence (X1)	Nurse performance (Y2)	0.079	1.278	0.201	Non-significant
H5	Working environment (X2)	Nurse performance (Y2)	0.235	3.286	0.001	Significant
H6	Transformational Leadership (X3)	Nurse performance (Y2)	0.163	2.777	0.005	Significant
H7	Job satisfaction (Y1)	Nurse performance (Y2)	0.423	5.692	0.000	Significant

Indirect Effect				
Independent Variable	Dependent Variable	Intervening Variable	Standardize	Status
Competence (X1)	Nurse performance (Y2)	Job satisfaction (Y1)	0.077	Significant
Working environment (X2)	Nurse performance (Y2)	Job satisfaction (Y1)	0.220	Significant
Transformational Leadership (X3)	Nurse performance (Y2)	Job satisfaction (Y1)	0.076	Significant

sources: data processing result, 2016

From the all of model we used, there are six lines were found to be significant, and one path is not significant. The interpretation of Table 20 described as follows:

1. Competence has a positive and significant impact on job satisfaction on nurse in non government/private hospital Grade B in Makassar with $P = 0.004 (<0.05)$ and the value of CR (t count > t-table or 2, 915 > 1.974), with coefficient of 0.181. This coefficient indicates when competence is appropriate, job satisfaction on nurse in non government/private hospital Grade B in Makassar will increase.
2. The working environment has a positive and significant impact on job satisfaction of nurses with $P = 0.000 (<0.05)$ and the value of CR (t count > t-table or 8.297 > 1.974) with coefficient of 0.519. This coefficient indicates that if improved working environment properly, then the nurse job satisfaction will increase.
3. Transformational leadership has a positive and significant impact on job satisfaction with $P = 0.002 (<0.05)$ and the value of CR (t count > t-table or 3.036 > 1.974) with a coefficient of 0.179. This coefficient indicates that if Leadership transformational enhanced well, the job satisfaction of nurses will increase.
4. Competence has a positive impact and no significant effect on the nurses performance with $P = 0.201 (> 0.05)$ and the value of CR (t < t-table or 1.278 < 1.974) with a coefficient of 0.079. This coefficient indicates that although Competence the better, but not necessarily will directly improve the performance of nurses. However Competency has a positive and significant impact on the performance of nurses with job satisfaction with the coefficient of 0.077, which means that the competencies that will either improve job satisfaction which in turn will increase the performance of nurses.
5. The working environment has a positive and significant impact on the performance of nurses with $P = 0.001 (<0.05)$ and the value of CR (t count > t-table or 3.286 > 1.974) with a coefficient of 0.235. This coefficient indicates that if the environment improved working properly will improve the performance of nurses. Besides working environment has indirect influence on the performance of nurses with job satisfaction with the coefficient of 0.220, this coefficient indicates that if the working environment is enhanced with both the job satisfaction will increase

and impact on nurses performance in non government/hospital Grade B in Makassar.

6. Transformational leadership has a positive and significant impact on the performance of nurses with $P = 0.005 (<0.05)$ and the value of CR (t count > t-table or 2.777 > 1.974) with a coefficient of 0.163. This coefficient indicates that if Leadership transformational enhanced by good will increase the performance of nurses. In addition Transformational leadership has indirect influence on performance through job satisfaction of nurses with the coefficient of 0.076, this coefficient indicates that transformational leadership enhanced if well, the job satisfaction will increase and have an impact on the nurses performance.
7. Job satisfaction has a positive and significant impact on the performance of nurses with $P = 0.000 (<0.05)$ and the value of CR (t count > t-table or 5.692 > 1.974) with coefficient of 0.423. This coefficient indicates that if Satisfaction improved working properly, then the nurse performance will also increase.

Based on analysis of one line non-significant impact that competence not significant effect on nurses performance in non government/private hospital Grade B in Makassar. This is explain the Triming Theory non-significant paths should be eliminated. Recommended final model as shown below:

8. Conclusion

1. Competence directly has significant influence to nurse job satisfaction. It indicates that the employee/nurse who has high competence, both from the standpoint of knowledge, skills appropriate to the task, as well as professional attitude in carrying out the task properly will encourage nurse job satisfaction in non government/private hospital Grade B in Makassar.
2. The working environment directly has significant influence to job satisfaction, it shows that a good working environment where maintaining comfortable working conditions, safe, availability of adequate facilities, the maintenance of harmonious relations and good communication among employees/nurses, as well as the relationship with the superior.
3. Transformational Leadership directly has significant influence to job satisfaction, it indicates that the leader who always gave exemplary hint directives, empathetic, self-confidence, the ability to understand other people, and always provide opportunities for nurses who have more capabilities.
4. Competence directly have influence is not significant to nurses performance. This shows that there are indications some of the nurses are not running optimally task is not supported by the abilities and skills that he has, in addition to work experience is still easy/less.
5. The work environment is directly significant influence on nurses performance in non government/private hospital Grade B in Makassar. The result was showed maintaining good working conditions, comfortable and secure in the work, working relationship kondusif, will encourage people to work full time so that the nurses' performance can be improved.

6. Transformational Leadership is directly significant influence on the performance of nurses, it shows good leadership is a leader who always direct, guide, provide an opportunity to improve competence in accordance with his expertise, will encourage nurses performance in non government/private hospital Grade B in Makassar.
7. Job satisfaction is directly significant influence on nurses performance in non government/private hospital Grade B in Makassar. This shows that the higher a person's job satisfaction, the nurse performance will increase as well.

9. Recommendations

This study was focused on nurse in non government/private hospitals Grade B. We were used taking a sample of 170 nurses as respondents of the 1009 nurses, so it is not entirely accurate, because the sample size is still small should be improved in large quantities so it is more visible influence of competence, working environment and transformational leadership, on job satisfaction and performance of nurses in non government/private hospitals Grade B in Makassar.

1. In this study was limited to only variable competence, working environment, leadership transformational to job satisfaction and nurses performance should also be seen in terms of variable motivation, organizational culture, compensation, spiritual intelligence, leadership transactional and other variables that have not been studied.
2. The empirical analysis conducted in this study uses survey data to the research conducted at one time (cross sectional research), while competence, working environment, transformational leadership and job satisfaction is something very dynamic change from time to time and need deeply analyze for observation research, requiring further research study, which compares changes in the research subject after a certain period of time to analyze the variables that have been studied by researchers.

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