

Work Environment and Compensation on Nurse's Job Satisfaction and Its Implication on Extra Role Behavior in Efarina Etaham Hospital, Purwakarta

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Abstract

This study aims to obtain empirical evidence about the effect of work environment and the compensation on nurse's job satisfaction and its implications on extra role behavior in Efarina Etaham Hospital, Purwakarta. The method used was descriptive and verificative analysis. The data collection was an interview by using a questionnaire along with observation techniques. The population is 70 nurses. Field data collection was conducted in 2014. Data were analyzed by path analysis. The results showed that work environment, compensation, job satisfaction, and extra role behaviors generally are relatively good. Meanwhile, the work environment and compensation partially and simultaneously have a positive and significant effect on job satisfaction. Job Satisfaction has positive and significant effect on extra role behaviour of nurses.

Keywords : work environment, compensation, job satisfaction, extra role behaviour

INTRODUCTION

In such service company like hospitals, role of human resources is indispensable because it is directly related to the satisfaction that will be felt by the customers/patients of the hospital (Sujudi, 2011). Demands of rapid development of hospitals need to be supported by many factors, one of which professional human resources so as to answer the challenges of an increasingly competitive business in the future.

Public demand good quality health services resulted in nurses must be willing to perform "extra" in addition to the basic tasks that must be done. The "extra" tasks such as willing to cooperate and help and willing to use their time effectively. Prosocial behavior or "extra" action that exceeds the organization's description of the role assigned is called organizational citizenship behavior (Organ, et.al., 2006).

In connection with the phenomenon in the field, the organizational citizenship behavior (OCB) employees at the Purwakarta Etaham Hospital is relatively low, as seen from the behavior of helping others (altruism) that nurses are rarely willing to replace colleagues who do not get in. Nurses also rarely take the time to help other nurses related to problems in the work nor take the time to help patients or visitors who need assistance, related to the caution (courtesy). Nurses also sometimes get disrespectful treatment in serving patients, rarely follow

the changes in the organization, sometimes exaggerate the problem which took place in the organization, and is not open in admitting mistakes.

One of the main causes of nursing staff, nursing services and nursing shortage problems is the lack of job satisfaction. When there are many nurses who experience job dissatisfaction, it will impact on the poor hospital services. Gillies (1996) stated that job satisfaction is influenced by factors closely related to work environment such as organizational policies, relationships with superiors and co-workers, rewards, direct superior quality, and working conditions.

Positive environment in working in hospitals is able to influence, encourage and motivate someone to work optimally in accordance with the profession in order to reach satisfaction in work.

One indicator to indicate the level of satisfaction in hospitals is the level of turnover. The following data is on the number of nurses that resigned per year, the average number of nurses for one year, and the percentage of turnover of nurses in Efarina Etaham Purwakarta Hospital from 2008-2012.

The above data showed a high turnover of nurses who allegedly as a result of low job satisfaction. The high percentage of nurse turnover will cause damage to the hospital because obtaining new nurses require fees for the recruitment, selection, interviewing, and training and development of new nurses. To anticipate

the lack of job satisfaction, it is necessary to analyze factors that affect job satisfaction of nurses at Efarina Etaham Purwakarta Hospital.

By devoting effort, time, knowledge and skills in an organization, one expects different types of remuneration or compensation. Based on interviews with HR regarding compensation components, we obtained information that components in the current system of financial compensation are considered to be too much. The nurses assess many components but the nominal is small so it motivated less and asked the nominal to be improved, and in addition the payroll staff has difficulty to calculate and distribute. This is because there are too many components of compensation, manual counting and the increasing number of employees.

Preliminary survey results showed that nurses at the Efarina Etaham Purwakarta Hospital complain about the low compensation that have been received so far. Complaints are often submitted to their superiors. The result showed high turnover of staff, especially among paramedics.

Based on Table 1, it is known that there are 14 people (82.6%) who expressed dissatisfaction in payroll obscurity component, only 1 (5.8%) who expressed dissatisfaction in the discomfort component. Factors that cause dissatisfaction among other things in terms of compensation applied by the company management. Compensation management does not assess to give an effect on the welfare of employees. In turn, it decreases employee motivation and this will lead to their productivity or performance to be below the company's standards, or they decide to leave the company.

METHOD

This research was conducted on nurses at the Efarina Etaham Purwakarta Hospital. The study was conducted on Jalan Raya Cibeuning Bungursari, Bungursari Purwakarta, West Java. The population in this study were 70 nurses at the Efarina Etaham Purwakarta Hospital.

Testing the hypothesis in this study will use Path Analysis based on regression analysis with the help of SPSS version 2.0. Path analysis model was used to analyze the relationship between variables in order to determine the direct or indirect effect, of a set of independent variables (exogenous) to the dependent variable (endogenous). Simultaneous testing is used by the F-Snedecor distribution with the error rate or level of significance (α) by 0.5. To determine the influence of variable Y (job satisfaction) on variable Z (extra-role behavior), it uses the coefficient of determination.

RESULT

The working environment at the Etaham Purwakarta Hospital measured by the dimensions of the working

environment both physical and non-physical showed an average of 63.5%, which means that work environment in the Efarina Etaham Purwakarta Hospital could be interpreted in the category of quite good. Things that should get attention for improvement concerning physical work environment are air circulation, paint colors, temperatures, and unpleasant odors in the room. Things that should get attention for improvement concerning non-physical work environment are safety, and the opportunities provided by the hospital for a promotion at work.

Compensation in Efarina Etaham Purwakarta Hospital measured by the dimensions of financial and non-financial compensation showed that the average variable compensation amounted to 66.4%, which can be interpreted in the category of quite good. Things that should get attention for improvement concerning financial compensation are the implemented pension plan, the incentive system applied, and the system of allowances applied. Things that should get attention for improvement concerning non-financial compensation are communication with the leaders, the challenges of work, superiors and subordinates at the hospital supporting smooth working, the treatment of leaders toward employees, and are guaranteed a good career.

Job satisfaction of nurses in Efarina Etaham Purwakarta Hospital are measured by dimensions of employment, salary and promotion, working conditions, colleagues and superiors, as well as compatibility between work and personality. It showed the average variable by 73.4%, which means the job satisfaction of nurses in Etaham Purwakarta Hospital can be interpreted in the category of good. Things that still needs to be improved, namely salaries and promotions imposed by the current hospital, equipment that support the execution of the work, and the rewards given on the performance of nurse leaders.

Extra role behavior of the nurse in the Efarina Etaham Purwakarta Hospital with dimensions of behavior to help others (altruism), chariness (conscientiousness), awareness (civic virtue), sportsmanship, politeness (courtesy) showed the average variable by 82.2%, which means extra role behavior of nurses at the Efarina Etaham Purwakarta Hospital can be interpreted in the category of good. Things that still need improvement are participation in activities/ events held by the hospital, take a good care for the local community who may require assistance, optimization in creativity and initiative in carrying out the work, and the response when colleague suggested the problem and ask for suggestions to solve the problem.

The both hypothesis test results showed that the working environment and compensation effect on job satisfaction of nurses at the Hospital of Efarina Etaham Purwakarta is 68.23%. This means that the working environment and compensation have a significant positive influence on job satisfaction of nurses. This

illustrates that the level of the working environment and compensation perceived by nurse will determine the level of job satisfaction of nurses at Etaham Purwakarta Hospital.

Partial effect can be seen that the compensation with the value of 39.27% is the dominant influence of job satisfaction of nurses at the Efarina Etaham Purwakarta Hospital than work environment, and the effect of job satisfaction on the extra role behavior in Etaham Purwakarta Hospital is at 70.56%.

These findings concur with those of Herzberg who, stated about the factors that bring satisfaction are achievement, recognition, work itself, responsibility, leadership, and progress (Armstrong, 2004: 71). Job satisfaction is closely linked to the attitude factor. As stated by Tiffin (1964) in As'ad (2005:105), job satisfaction is closely linked to the attitude of employees toward work itself, the work situation, the cooperation between the leadership with fellow employees. Correspondingly, Martoyo (2000: 142) stated that job satisfaction is an emotional state of employees where happens or does not happen a meeting point between the remuneration of employees of the company or organization to the level of the value of remuneration benefits that are desired by the employee. Employee's remuneration, either in the form of financial or nonfinancial.

Handoko in Asa'd (2005: 36) stated that job satisfaction is an assessment or a mirror of feelings of workers to work. Job satisfaction is a feeling associated with work involving aspects such as wages or salary received, career development opportunities, relationships with other employees, job placement, type of work, organizational structure, the quality of supervision. While the feeling that they relate to, among others, age, state of health, ability, education.

Robbins (2006: 251) and Luthans (2006: 132) reported job satisfaction has a positive relationship with performance, meaning high job satisfaction will improve employee performance. The relationship will be stronger if the employee is not influenced by external factors, such as a job that is highly dependent on the machine. Levels of working also affects to the power of relationship between job satisfaction and productivity. This study shows a strong association seen in employees with higher level of working, for example for managerial positions. According to Timpe translated by Sofyan (2004: 9), a person's performance can be affected by internal factors and external factors. Internal factors are factors originating from within or the employees themselves, such as attitude, behavior, and functional ability of social workers can affect the daily work. External factors are factors originating from employees environment. These factors can affect the ability and motivation of functional social workers.

Extra role behavior or Organization Citizenship Behavior (OCB) is an individual behavior that is

“discretionary”. It is not directly recognized by the formal reward system, and together will encourage the organization function more effectively (Organ, 2006). There is evidence that individuals who demonstrate OCB has a better performance (Podsakoff and MacKenzie, 1996). Behavior that goes beyond their job duties commonly referred to as outside role behavior (extra-role behavior). This behavior is very much appreciated when it is done by employees, although not formally described because it will improve the effectiveness and performance,

Many factors can form OCB, one of which the most important is job satisfaction. It is very logical statement which assumes that job satisfaction is a key determinant of OCB employees (Robbins, 2006). Employees who are satisfied are more likely to speak positively about the organization, help colleagues, and make their performance exceeded normal estimation. More than that, employees who are satisfied are more obedient to the call of duty, because they want to repeat their positive experiences (Robbins, 2006). Bateman and Organ (1983: 591) stated that all dimensions of job satisfaction such as work, co-workers, supervision, promotions, pay and overall positively correlated with OCB.

The results of both hypothesis test contained two variables that are working environment and compensation effect on job satisfaction of nurses at the Efarina Etaham Purwakarta Hospital. The magnitude of the effect of job satisfaction on the extra role behavior analysis is using the coefficient of determination, ie 70.56%. Meanwhile the remaining 29.44% is explained by other variables not examined in this study.

The results of the verification analysis regarding the effect of work environment and compensation for job satisfaction are by 68.23%. This illustrates that the level of the working environment and compensation perceived nurse will determine the level of job satisfaction of nurses at the Etaham Purwakarta Hospital. Partial effect can be seen that the compensation with the value of 39.27% is the dominant influence on job satisfaction of nurses at the Efarina Etaham Purwakarta Hospital than work environment.

The results of this study are consistent with the results of Herzberg's research which stated that the factors that bring satisfaction are achievement, recognition, work itself, responsibility, leadership, and progress (Armstrong, 2004:71). Many factors can form the OCB, one of which the most important is job satisfaction. It is very logical statement which assumes that job satisfaction is a key determinant of OCB employees (Robbins, 2006). Evidence that job satisfaction affect OCB is Bolon's research (1999). Bolon found that job satisfaction affects the two types of OCB namely OCB-I and OCB-O.

Evidence that job satisfaction is closely linked or influence OCB is Bolon's research (1999). Bolon found

that job satisfaction affects the two types of OCB namely OCB-I and OCB-O. Wagner and Rush (2000), Yoon and Suh (2003), Begum (2005) and Fotee and Tang (2008) stated that this study found that job satisfaction is significantly influenced by OCB.

Nevertheless, there are still differences in the findings examining the relationship between job satisfaction and OCB, as research conducted by Williams and Anderson (1991), which states that there are different effects on intrinsic and extrinsic job satisfaction of the two types of OCBs. Research by Ackfeldt and Coote (2000), found that there was no relationship between job satisfaction and OCB employees. Alotaibi (2001), found that job satisfaction has no effect on OCB workers in Kuwait. Kim (2006) found that job satisfaction has no effect on Altruism and Compliance, the dimensions of organization citizenship behavior (OCB). Therefore, it is very much still needed further research to examine the relationship between job satisfaction and OCB.

CONCLUSION

Working conditions in Efarina Etaham Purwakarta Hospital both the physical work environment and non-physical work environment were relatively good. Aspects that still need to be improved, namely work environment includes air circulation, paint colors, temperatures, and unpleasant odors in the workspace; Non-physical work environment includes safety at work and promotion opportunities.

Compensation given by Efarina Etaham Purwakarta Hospital seen from financial compensation and non-financial compensation were relatively good. It still remains to be improved, namely financial compensation includes retirement programs, incentives, and allowances are applied; Non-financial compensation include communication with the leaders, the challenges of work, superiors and subordinates at the hospital supporting smooth working, the treatment led to subordinates, and guarantees a good career.

The condition of Efarina Etaham Purwakarta Hospital nurses' job satisfaction seen from the work itself, salary and promotion, working conditions, colleagues and superiors, as well as the suitability between work and personality were relatively satisfied. Things that still needs to be improved were the award by leaders for the achievements of employees, relationship between superiors and subordinates, and consideration of subordinates' proposal by the leaders.

Extra role behavior of nurses in Efarina Etaham Purwakarta Hospital seen from the behavior of helping others (altruism), chariness (conscientiousness), awareness (civic virtue), sportsmanship, politeness (courtesy) were relatively good. Things that still needs to be improved were the participation in the activities held by the Hospital, take a good care of the surrounding communities, optimization of creativit

and initiative in work, as well as response when a co-worker in trouble.

The influence of working environment and compensation simultaneously on job satisfaction of nurses at Efarina Etaham Purwakarta Hospital is 68.23% with the remaining of 31.77% is influenced by other factors and is not examined such as leadership style and organizational culture. However, seen in partially compensation is the more dominant influence on job satisfaction of nurses with the amount of 39.27% than work environment, amounting to 28.96%.

The influence of job satisfaction on extra-role behavior of nurses at Efarina Etaham Purwakarta Hospital is equal to 70.56% with a positive direction, where the better perceived job satisfaction, will result in increased on extra-role behavior of nurses.

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APPENDIX

Table 1. Data on Employee's Reasons Moving to Other Hospital or Other Places

No	Type of Employee	Reasons of Moving		
		Discomfort	Payroll Obscurity	Carrier Path
1	Medic	0 (0%)	1 (5,8%)	1 (5,8%)
2	Paramedic	1 (5,8%)	10 (58,9%)	1 (5,8%)
3	Non medic	0 (0%)	3 (17,9%)	0 (0%)
Total (%)		1 (5,8%)	14 (82,6%)	2 (11,6%)

Source : Pre Survey, (data processed by author, 2013)

Table 2. Percentage of Nurse Turnover in Efarina Etaham Purwakarta Hospital Year 2008 - 2012

Information	2008	2009	2010	2011	2012
The number of nurses resign per year (person)	15	14	16	13	15
The number of nurses per year (person)	80	85	78	75	70
Turnover Percentage (%)	18,75	16,47	20,51	17,33	21,43

Source : Etaham Purwakarta Hospital Nurse Data, 2013

Table 3. Variable Operationalization

Variable and Variable Concept	Dimension	Indicator	Measurement	Scale
Work Environment (X ₁) Work environment is the entire tools and materials encountered, the surrounding environment in which one is working, working methods, as well as the arrangement works both as individuals and as a group. Sedarmayati (2006:1)	Physical work environment	- Lighting	- Lighting level	Ordinal
		- Temperature	- Temperature level	Ordinal
		- Humidity	- Humidity level	Ordinal
		- Air circulation	- Air circulation level	Ordinal
		- Noise handling	- Noise handling level	Ordinal
		- Mechanical vibration	- Mechanical vibration level	Ordinal
		- Bad odor	- Bad odor level	Ordinal
	- Paint color in the workspace	- Paint color in the workspace level	Ordinal	
	- Room setting	- Room setting level	Ordinal	
	Non-physical work environment	- Nurse to nurse relationship	- Level of nurse to nurse relationship	Ordinal
- Employee to Superior relationship		- Level of employee to superior relationship	Ordinal	
- Promotion opportunities		- Promotion opportunities level	Ordinal	
		- Work safety	- Work safety level	Ordinal

<p>Compensation (X₂)</p> <p>Is the total remuneration received by the employee as a substitute for the services they have offer.</p> <p>(Mondy dan Noe, 2008:4)</p>	Financial compensation	- Salary	- Salary system level	Ordinal
		- Insentive	- Insentive system level	Ordinal
		- Overtime payment	- Overtime payment system level	Ordinal
		- Positional allowance	- Positional allowance system level	Ordinal
		- Health Allowance	- Health Allowance system level	Ordinal
		- Retirement	- Retirement program	Ordinal
	Non-financial compensation	- Interesting job	- Level of Interesting job	Ordinal
		- Challenge	- Work challenge level	Ordinal
		- Responsibility	- Work responsibility level	Ordinal
		- Profit	- Level of profit in career development	Ordinal
		- Feedback	- Level of feedback from superior	Ordinal
		- Management treatment	- Level of management treatment toward employee	Ordinal
		- Open communication	- Level of open communication between fellow employees	Ordinal
- Career guarantee	- Career guarantee obtained level	Ordinal		
- Organization support	- Work support level	Ordinal		
<p>Job Satisfaction (Y)</p> <p>Based on the perceptions, opinions or views of employees on work and its aspects, namely the advantages and benefits that can be provided by employment and the environment.</p> <p>(Robbins, 2006:184)</p>	Work itself	- Current work position	- Level of current work position in accordance with competence	Ordinal
	Salary and promotion	- Salary and promotion imposed	- Level of salary and promotion imposed	Ordinal
	W o r k condition	- Availability of equipment that support the implementation of the work	- Level of availability of adequate equipment	Ordinal
	Colleagues and superiors	- Consider the suggestion proposal of subordinates	- Level of always consider the suggestion proposal of subordinates	Ordinal
		- Familiarity between the superiors and subordinates	- Level of leaders and superiors relationship	Ordinal
		- Reward for co-worker for their job	- Reward for co-worker for their job	Ordinal
	Suitability between work and personality	- Fellow employees cooperate facing difficulties	- Cooperation and teamwork level	Ordinal
		- Appropriate work placement and in accordance with expertise	- Level of appropriate suitable work placement	Ordinal

Comprehensive individual behavior, not recognized directly or explicitly by the formal reward system, and it was jointly promote the effective functioning of the organization. Organ in et.al (Luthans, 2006:238)	Extra Role Behaviour (Z)	Altruisme (The behavior of helping others)	- Willingness to help when colleagues overwork - Responsiveness to help overcome the problems of co-workers - Cooperation with fellow employees - Trying to help resolve complaints	- Level of willingness to help when colleagues overwork - Level of responsiveness to help overcome the problems of co-workers - Level of cooperation with fellow employees - Level of trying to help resolve complaints	Ordinal Ordinal Ordinal Ordinal
		Conscientiousness. (Chariness)	- Carefulness at work - Accuracy in work - Adherence to work procedures - Adherence to working hours	- Level of carefulness at work - Level of accuracy in work - Level of adherence to work procedures - Level of adherence to working hours	Ordinal Ordinal Ordinal Ordinal
		Civic Virtue (Concern)	- Participation in activities / events held by the Hospital - Concern for the surrounding communities	- Level of participation in activities / events held by the Hospital - Level of concern for the surrounding communities	Ordinal Ordinal
		Sportsmanship	- Sense of responsibility towards the problem in the company - Efforts to optimize creativity and initiative to complete the work	- Level of sense of responsibility towards the problem in the company - Level of efforts to optimize creativity and initiative to complete the work	Ordinal Ordinal
		Courtesy (Politeness)	- Decency in behavior - Freindliness in communication Personal integrity	- Level of decency in behavior - Level of freindliness in communication - Personal integrity level	Ordinal Ordinal Ordinal

Table 4. Result of Regression Analysis of Work Environment and Compensation on Job Satisfaction

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(constant)	1.352	.459		2.944	.004
	X ₁	.295	.132	.386	9.727	.000
	X ₂	.301	.150	.502	5.907	.001

a. Dependent Variable: Y

Table 5. Result of Regression Analysis of Job Satisfaction on Extra Role Behavior

Coefficients(a)						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(constant)	.308	1.690		.182	.856
	X	.287	.088	.840	15.596	.002

a. Dependent Variable: Y

Table 6. Result of Coefficient of Determination of Job Satisfaction on Extra Role Behavior

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840a	.705	.5422	2.3167

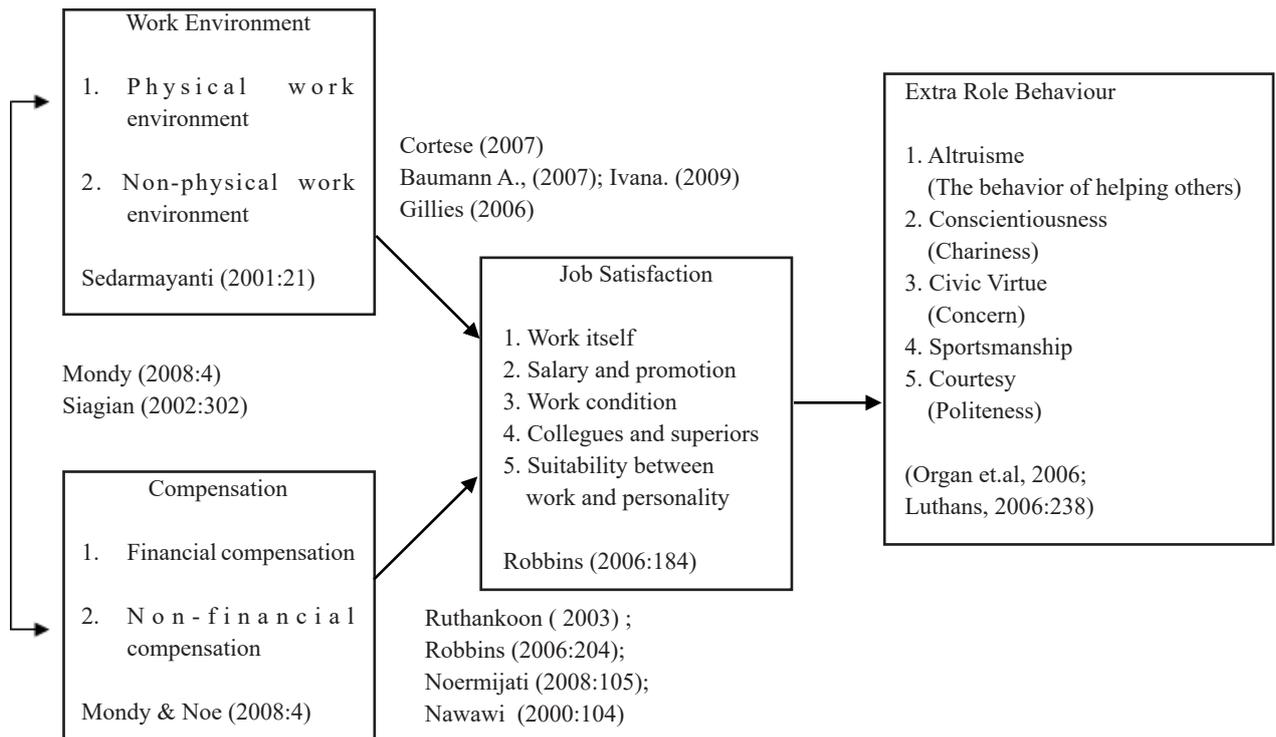


Figure. 1 Research Paradigm

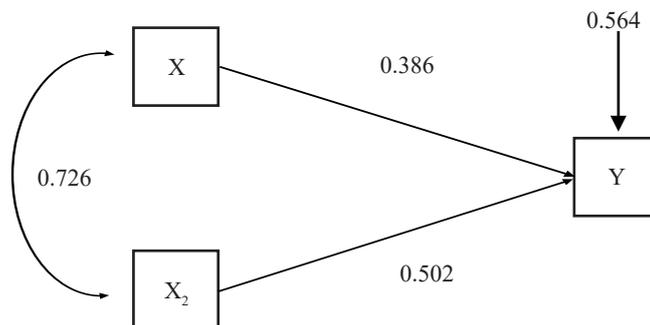


Figure 2. Path Diagram and Coefficient of the Effect of Work Environment (X_1) and Compensation (X_2) on Job Satisfaction (Y)

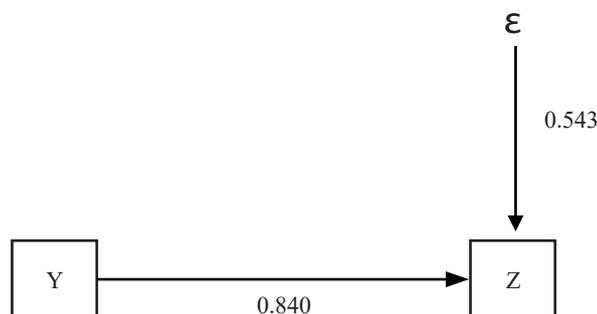


Figure 3. The Relationship between Job Satisfaction and Extra Role Behaviour Structure