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The Influence of Job Satisfaction on Organizational Commitment and Quality of Inpatient Services (Study at the Wangaya Regional General Hospital, Denpasar City)

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Abstract---*The purpose of this study was to examine the effect of job satisfaction on organizational commitment, examine the effect of job satisfaction on service quality, examine the effect of organizational commitment on service quality, and to examine the mediation of Organizational Commitment on Job Satisfaction on Service Quality at the Wangaya Regional General Hospital. To examine the effect of job satisfaction on service quality at the Wangaya Regional General Hospital, this study used 135 Wangaya Hospital employees, especially those who served in the inpatient room as respondents using Path Analysis. The results of this study indicate that job satisfaction has a positive effect. And significant on service quality, job satisfaction has a positive and significant effect on organizational commitment, and organizational commitment is able to mediate the effect of job satisfaction on service quality at the Wangaya Regional General Hospital.*

Keywords---*influence, inpatient services, job satisfaction, organizational commitment, service quality*

Introduction

The hospital is an organization engaged in health services that make daily contact with patients. In an effort to provide services, hospitals must be able to meet the needs of patients so that they can improve the health status as high as possible. In Law Number 44 of 2009 concerning Hospitals it is stated that "Hospitals are health service institutions that provide complete individual health services that provide inpatient, outpatient, and emergency services". To ensure the fulfillment of patient needs properly, hospitals must be supported by the provision of qualified and competent human resources (HR). A hospital can be said to have quality in the field of service if the service at the hospital is in accordance with predetermined standards, for example the standards specified in the Hospital Quality Guidelines System (QGS). Service quality can be interpreted as an effort to fulfill consumer needs and desires as well as delivery accuracy in balancing consumer expectations (Zurnali, 2010).

The quality of service of a company engaged in services such as hospitals, can be measured by comparing customer perceptions with the reality of services obtained. To be able to see whether the services of a hospital are said to be of quality or not by customers or patients, it can be seen from how many complaints from

customers/patients a hospital receives for the services it has provided. Complaints about service quality are strongly influenced by employee job satisfaction. Employees who are satisfied with their work will try to work as well as possible so as to produce high-quality products which in this case are in the form of services. But on the other hand, if the employee is not satisfied with his job, he will not work wholeheartedly and carelessly so that it will produce low-quality products. Wangaya Hospital Denpasar City has now started to make improvements to the quality of service so that it can become a standardized service quality. This is evidenced by the success of Wangaya Hospital in achieving the Plenary predicate in the accreditation assessment from HAC (Hospital Accreditation Committee). The many achievements of the Wangaya Hospital, Denpasar City show that Wangaya Hospital prioritizes service quality so that it can satisfy its customers, but based on initial observations and interviews related to the attitudes and abilities of employees at inpatient installations, there are still complaints from patients / families of patients who complain that there is still a lack of knowledge/ability of nurses/midwives in dealing with problems that arise in carrying out their duties, there are still tasks that are not handled quickly by nurses or midwives, and there are still nurses/midwives who are not friendly to patients, making patients feel uncomfortable (Jurkiewicz et al., 1998; Luthans & Youssef, 2007; Robbins, 2010).

In an effort to improve service quality, it is very necessary for employees who are committed to their organization to want to work optimally in achieving organizational goals. Allen & Meyer (1993), said that employees who have organizational commitment will work with dedication because employees who have high commitment consider that the important thing to be achieved is the achievement of tasks in the organization. Having reliable employees is something that organizational leaders really want. For this reason, employees must be retained in the organization by strengthening employee commitment to the organization where they work. Employee job satisfaction can be done by increasing the ability of employees, namely providing education/training to employees related to the implementation of their work, giving awards to employees who have been able to complete their work well, providing opportunities for employees to control their work etc. Thus, it is expected that employees will get satisfaction in doing their jobs in the organization (Ghosh & Gurunathan, 2015; MacIntosh & Doherty, 2010).

Efforts to increase employee job satisfaction have also been carried out by Wangaya Hospital, Denpasar City, especially nurses who work in inpatient rooms, namely by sending these nurses to attend training both held inside the hospital and outside the hospital, attending health seminars. and workshop. In addition to training, seminars and workshops, Wangaya Hospital also provides opportunities for nurses in inpatient rooms to improve their abilities. In an effort to increase customer visits, Wangaya Hospital has targets and expectations. These targets and expectations are contained in the vision of the Denpasar City Wangaya Hospital, namely "Being the Hospital of Choice, Innovative and with a Work Culture". This vision is translated into a mission, namely providing quality and affordable services by professionals and prioritizing patient comfort and safety. The description of the two missions is poured into a program from Wangaya Hospital called the Service Improvement program. In an effort to realize the above expectations, it takes employees who have a strong commitment to the organization and are willing to work hard in providing quality services to customers (Woodward et al., 2017; Ferreira et al., 2021).

Research Methods

This research is a causal research because it analyzes the relationship between variables. The research was conducted at the Inpatient Installation of the Denpasar City Government Hospital. The population in this study were all nurses who were in the inpatient room, totaling 202 people with a total sample of 135 people. This research was conducted by distributing questionnaire forms to respondents to be asked for information about something experienced and related to quality factors and customer satisfaction and those that influence it such as employee satisfaction and employee commitment. In this study, the analytical technique used in testing the model is Path Analysis, namely the causal model analysis of the independent variables, intermediate variables and dependent variables as well as all extension variables (Raziq & Maulabakhsh, 2015; Sy et al., 2006).

Results and Discussion

Hypothesis tests of the direct effect of Job Satisfaction on Organizational Commitment, the direct effect of Organizational Commitment on Service Quality, and the direct effect of Job Satisfaction on Service Quality are presented in Table 1. The direct effect, indirect effect, and total effect on the analysis model are presented in Table 2.

Table 1
Direct effect analysis

Variable	Path Coefficient	T	Significant	Description
JS → OC	0,743	12,751	0,000	Significant
OC → QI	0,365	4,833	0,000	Significant
JS → QI	0,345	4,148	0,000	Significant

Table 2
The direct effect, indirect effect, and total effect

Variable	Direct effect	Indirect effect	Total effect
JS → OC	0,743	-	0,743
OC → QI	0,365	-	0,365
JS → QI	0,345	0,271	0,616

Data analysis showed that there was a significant positive effect of Job Satisfaction on Organizational Commitment because the t-test significance value of 0.000 was below 0.05. Organizational commitment to service quality has a significant positive effect because the significance value of the t-test is 0.000 below 0.05. The variable job satisfaction on service quality shows a t-test significance value of 0.000 below 0.05. In testing the hypothesis, it shows that job satisfaction has a positive and significant effect on service quality. This shows that the higher the job satisfaction of nurses/midwives, the quality of inpatient services will be better. This can be seen from the job satisfaction felt in the hospital, such as satisfaction with the work itself with a job design that is in accordance with the competencies possessed by employees which causes employees to enjoy their work, the availability of wages / salaries that are in accordance with the workload / responsibilities, given the opportunity by superiors to employees to provide ideas to facilitate work, the existence of working groups that work together to facilitate the completion of work, the existence of comfortable, clean and tidy environmental conditions to support smooth work (Devece et al., 2016; Shagholi et al., 2011).

This study are also supported by previous studies, including research conducted by Seren & Baykal (2007); Matzler et al. (2004); Hella (2011), which shows that job satisfaction has a positive effect on service quality. Puspitawati & Riana (2014), research on five-star hotels in Sanur Bali concluded that job satisfaction can improve service quality. Research conducted by Williams et al. (2007), also found that job satisfaction has a significant effect on the quality of services provided by employees. Research conducted by Malhotra & Mukherjee (2004), shows that there is a positive relationship between service quality and job satisfaction. The results of analysis showed that the job satisfaction variable had a positive and significant effect on Organizational Commitment. The higher the employee's job satisfaction, it can be seen from the influence of Job Satisfaction on Organizational Commitment such as employees feel happy to work in hospitals and feel that the hospital is a part of themselves (Affective Commitment), employees do not want to leave the hospital to work elsewhere and feel very lost. when leaving the hospital (Continuity Commitment), and employees have the principle that remaining loyal to one organization is a wise attitude (normative commitment). This study are also supported research conducted by Chen (2007), also show that there is a positive and significant between job satisfaction and organizational commitment, where when a person's job satisfaction increases, his commitment to his organization will also increase (Brady & Robertson, 2001; Brady et al., 2002).

The results showed that the variable organizational commitment had a positive and significant effect on service quality. It can be said that the higher the Organizational Commitment, the better the service quality. This can be seen from the influence of Organizational Commitment on the quality of services in hospitals, such as the lack of employees receiving complaints/complaints from patients/patients' families for services in the inpatient room (Reliability/reliability), employees rarely getting complaints/complaints from patients on the alertness of nurses and the attitude of nurses in carrying out services in the inpatient room (Responsiveness/Responsiveness), employees rarely get complaints/complaints about their abilities and education given to patients/patient families (Assurance/Assurance), employees rarely get complaints/complaints about attitude/friendliness in serving patients (Empathy/Empathy), and employees rarely receive complaints from patients on the medical equipment used (Tangible/Direct evidence). The results of this study are also supported by previous studies such as the Testa (2001), which concluded that organizational commitment has a positive effect on the desire of employees to provide the best service to customers. Research conducted by Kuokkanen et al. (2003), states that organizational commitment

(consisting of: affective, normative, and sustainable) has a significant positive effect on service quality. The results of this study indicate that the role of organizational commitment is partially able to mediate the relationship between job satisfaction and service quality. It can be said that organizational commitment is able to make job satisfaction affect the service quality of employees better and significantly (Indahyati & Sintaasih, 2019; Burhanudin & Tambun, 2021). This can be seen from the Organizational Commitment achieved by not wanting employees to leave the hospital where they work because they are satisfied with the facilities provided by the hospital to their employees, promotion and training provided to employees, comfortable workplace, and good cooperation between employees and superiors so as to produce quality services. The results of this study are supported by several studies that try to link job satisfaction with organizational commitment. This research concluded that employee satisfaction at work was able to increase employee commitment to the organization (Boles et al., 2007; Shahzad et al., 2012).

Conclusion

Job satisfaction and organizational commitment has a positive and significant effect on service quality. Employee job satisfaction also has a positive and significant effect on organizational commitment. Employee job satisfaction has a positive and significant effect on service quality through organizational commitment so that the quality of work that has been felt by employees has increased, increased employee commitment to the organization, namely Wangaya Hospital, as well as the quality of inpatient service at Wangaya Hospital.

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