

The Effect of Service Quality, Structural Empowerment, and Safety Culture On Nurse Job Satisfaction in Indonesia

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Abstract

Background: Job satisfaction is an emotional response to various aspects of work. If the rights of nurses are fulfilled, it will impact optimal nursing care to patients. **Purpose:** The purpose of this study was to analyze the effect of service quality, structural empowerment, and patient safety culture on nurse job satisfaction. **Method:** Cross-Sectional approach is used in this research. This study involved 172 nurses. **Result:** The implementation of service quality, structural empowerment, and safety culture significantly positively affect nurse job satisfaction. **Conclusion:** The implementation of service quality, structural empowerment, and safety culture both partially and simultaneously have a significant positive impact on nurse job satisfaction. **Recommendation:** Further researcher need to consider other factors could influence the job satisfaction among nurses. The Structure Equation Modelling also need to consider by the further researcher to test the direct and indirect effect of job satisfaction.

Keywords: service quality, structural culture, job satisfaction, nurse



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INTRODUCTION

Job satisfaction is an individual thing. Every individual has a different level of satisfaction, and job satisfaction is an emotional response to various aspects of work (1).

The first objective of choosing a profession as a nurse is to get the expected reward under the rights of a nurse as regulated in the regulation of the Minister of Health of the Republic of Indonesia No. 26 of 2019 article 35 (number 1 letter d) which receives compensation for nursing services, has the opportunity to develop his profession.

If the nurses get their rights, it will affect the optimal nursing care to patients. Job satisfaction is a general attitude from several specific attitudes towards job factors, individual characteristics, and group relationships outside their job (2).

Based on the performance of nurses at PKU Muhammadiyah Blora Hospital, there are still many patients who are not satisfied with their performance survey showed that patients were not satisfied as much as 50%. Patients feel that the nurses are incompetent, resulting in unexpected events as evidenced by many complaints from patients obtained from service units and PMKP working groups, such as Potential Injury Events(KPC), Near Miss (KNC), Non-Injury Events (KTC), and Unexpected Events (KTD).

Cases of patient safety incidents at PKU Muhammadiyah Blora Hospital increased in 2020, especially at the end of December 2020. In addition, from the results of data from the service unit, the productivity of nurses decreased due to the number of nurses who often got permission, their work results were not satisfactory, and they left work early. The survey results show that the nurse's performance has decreased by an average of 36%.

The decline in performance was because the nurses were dissatisfied with the salaries they received from their workload. Some nurses were not satisfied

(75%), which had an impact on the implementation of their performance in hospitals, including:

The quality of health services is a service that satisfies every user by the average level of satisfaction of the population and its implementation under professional standards and codes of ethics (3).

According to Azwar (2006), the quality of health services is the perfection of health services in creating a sense of satisfaction in each patient. The higher the satisfaction, the better the quality of health services applied by nurses in nursing care. The components of the nursing care process start from conducting assessments on patients, generating diagnoses, planning further actions, carrying out nursing actions, and evaluating. The nature and function of the work of nurses in nursing care are carried out continuously for 24 hours.

Satisfied nurses will carry out their duties to the maximum extent possible, but if they experience job dissatisfaction, the quality of nurses decreases drastically, and hospital turnover decreases as well (4).

Structural empowerment is directed communication and facilitates the components of human resources in the hospital. The results of several studies show a moderate level.

Another factor is that nurses do not understand the values and objectives of the strategic plan and competencies. Therefore, hospitals without structural empowerment with nurses will make them feel dissatisfied, feel burdened with their responsibilities (5).

Patient safety is the prevention of adverse outcomes or injuries from the healthcare process (Vincent, 2008). Patient/client safety is a system that directs hospitals to promote safer patient care. The system includes risk assessment, identification, and management related to comatose patients, accident reporting and analysis, and the ability to learn from accidents and their follow-up to minimize risks (3).

Patient safety culture is an essential component of hospital services. Patient safety must be implemented in policies with patient safety orientation as one of the strategies for creating a patient safety culture. Patient safety is the responsibility of all components in the hospital, including nurses.

In achieving a patient safety culture, nurses need an understanding. It is hoped that these results can provide an overview for hospitals. Thereby, they could improve nursing services in hospitals, values, beliefs, essential norms in the organization, attitudes, and behaviors related to patient safety (6). However, in this case, few studies were conducted in Indonesia to determine the implementation of service quality, structural empowerment, and patient safety culture to nurse job satisfaction. It is a particular point in improving the services of nurses in hospitals. So, the researchers are interested in conducting the research. It is hoped that these results can provide an overview for hospitals so that they can improve nursing services in hospitals.

METHOD

Design

This study uses a cross-sectional approach to analyze the effect of the implementation of service quality, structural empowerment, and safety culture on nurse job satisfaction.

Sample, sample size, & sampling technique

The research took place at PKU Muhammadiyah Blora Hospital. The population was all nurses at the PKU Muhammadiyah Blora Hospital, with as many as 300 nurses. The sample in this study was 172 nurses. The sample selection was selected using the purposive sampling technique. The inclusion criteria in this study included: 1) Inpatient Nurse, 2) Bachelor's education nurse, and 3) a Nurse with more than two years of service.

The number of samples in this research is obtained by using the following formula

$$n = \frac{N}{1 + N \cdot d^2}$$

Information:

- n : number of samples
- N : number of population
- d : precision

The precision was set at 5% (0.05), so based on the above formula, the sample size of this study was:

$$\begin{aligned} n &= \frac{300}{1 + 300(0,05)^2} \\ &= \frac{300}{1 + 300(0.0025)} \\ &= \frac{300}{1.75} = 171.42 \end{aligned}$$

Rounded to 172. So the sample in this study was 172 nurses

Data analysis

Analysis of the data using multiple linear regression analysis. Classical assumptions, such as normality and multicollinearity tests, need to be carried out.

RESULTS

Demographic data

Table 1 shows demographic data. The results showed that most of the age was 25-30. The years of service of the respondent show that the majority was 1-5 years. Table 1 shows demographic data. The results showed that most of the age was 25-30. The years of service of the respondent show that the majority was 1-5 years. This shows that the number of nurses working at the PKU Muhammadiyah Blora Hospital is primarily male.

Table 1 . Data demographic

Variable	f	%
Age		
>45 years old	32	18.6
25-30 years old	77	44.8
31-35 years old	24	14.0
36-40 years old	24	14.0
41-45 years old	15	8.7
years of service		
>15 years	44	25.6
1-5 years	69	40.1
6-10 years	27	15.7
11-15 years	32	18.6

Gender		
Male	108	62.8
Female	64	37.2

Analysis of the effect of variable independent with dependent in simultaneous

Table 2 shows the analysis of the implementation of service quality, structural empowerment, and safety culture on nurse job satisfaction simultaneously. The results found that the implementation of service quality, structural empowerment, and safety culture had a positive effect on nurse job satisfaction ($p < .05$)

Table 2. Analysis of the effect of variable independent with dependent in simultaneous

Model	Sum of Square	Df	Mean Square	F	Sig .
1 Regression	3003.365	3	1001.122	110.993	.000
Residual	1515.309	168	9.020		
Total	4518.674	171			

a. Dependent Variable: Job satisfaction
 b. Predictors: (Constant), Safety Culture, Implementation of Service Quality, Structural Empowerment

Analysis of the effect between variables independent and variables dependent

Table 3 shows the positive influence between the implementation of quality service (p -value $< .03$, $B = .257$), structural empowerment (p -value $< .04$, $B = .345$), and safety culture (p -value $< .015$, $B = .257 = 6$) on job satisfaction.

Table 3. Analysis of the effect between variables independent and variables dependent

Variables	B	t	p-value
Implementation of service quality	.257	3.005	.003
Structural empowerment	.345	2.950	.004
Safety Culture	.256	2.446	.015

Determination Coefficient Test

Table 4 shows that the variables of service quality implementation, structural empowerment, safety culture, and job satisfaction contributed as much as 0.665 (66.5%). The rest was influenced by other factors that were not known in this study.

Table 4. Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815 ^a	.665	.659	3.003

a. Predictors: (Constant), Safety Culture, Implementation of Service Quality, Structural Empowerment
 b. Dependent Variable: Job satisfaction

Discussion

The results showed that the variables of service quality implementation, structural empowerment, and safety culture simultaneously affected nurse job satisfaction. Moreover, the variables of implementing service quality, structural empowerment, and safety culture partially affect nurse job satisfaction.

The health facilities provide good quality services, they get satisfaction. If these health facilities have structural empowerment and safety culture, it will complement the perfection of the health facilities' services. It is in line with previous research, which stated that service quality implementation, structural empowerment, and safety culture positively affect nurse job satisfaction. (7-9).

The analysis showed that the structural empowerment of nurses positively affected the job satisfaction of nurses. Structural empowerment can support the employee's needs and create a good job and a feeling of satisfaction. The better the structural empowerment according to the needs of nurses, the higher the job satisfaction of nurses. It is in line with the results found at the PKU Muhammadiyah Blora Hospital with the change of new management experiencing changes, especially nurses in providing care is quite good. Therefore, hospital management is classified as competent according to expertise.

The results of this study are supported by previous studies mentioned that structural empowerment has a significant positive effect on nurse job satisfaction (10-12)

The relationship between safety culture and nurse job satisfaction also showed a positive relationship. Patient safety culture integrates individual and organizational behavior patterns based on beliefs and values to minimize conditions that continuously endanger patients.

Nurses who have a poor patient safety culture are likely to make errors or unexpected events that occur in patients. It is evidenced by the results of this study that the safety culture variable has a significant positive effect on nurse job satisfaction. It was consistent with previous studies showed that safety culture has a significant positive effect on nurse job satisfaction (13-15).

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