

The Role of Job Satisfaction as A Factor for Establishing Organization's Commitment on Health Care Industry Indonesia Case

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Abstrak: Organization's commitment is very important for the progress of an organization, including health service organizations such as hospitals. The success of the organization in building organization's commitment is the first step in the progress and development of organization management. This health service organization is always demanded to always improve. The hospital provides health services for patients and is committed to providing services in accordance with nursing standards by optimizing the nurses organization's commitment. This study aims to analyze the effect of work motivation and work environment on nurses organization's commitment with job satisfaction as an intervening variable. Research with a quantitative approach and survey method using a questionnaire. The population is all nurses in the hospital. The sampling technique used is total sampling with a sample of 107 respondents. The data analysis method used path analysis of the structural equation model (Structural Equation Model). The results of the study: There is an influence of work motivation and work environment on the organization's commitment of nurses with job satisfaction as an intervening variable. Implications: create an OHS (Occupational Health and Safety) program and JHT (Old Age Insurance) program, create a Hospital Risk Management program, and create a Career Pathway Program for Clinical Professional Nurses.

Keywords: Work Motivation, Work Environment, Job Satisfaction, Organization's Commitment of Hospital Nurses.

I. Preliminary

Organization's commitment is one way to determine employees who have good qualifications, loyalty, and performance. In the commitment contained belief, binding, which will lead to a strong desire to stay and spend a career in the hospital organization. Employees with low organization's commitment will have an impact on employee turnover, high absenteeism, employees become slower and have low quality performance, lack of sincerity to stay in the organization and lack of loyalty to the organization.

Based on the Law of the Republic of Indonesia Number 44 of 2009 concerning Hospitals, it is stated that the requirements for human resources that must be owned by hospitals, one of which is nursing staff (Undang-Undang Republik Indonesia, 2009). Nurses are staff who serve patients for 24 hours directly in the process of treatment and recovery of patient's health. Work motivation is important because motivation is the thing that causes and supports human behavior so that they want to work hard and enthusiastically in order to achieve optimal results. While the work environment can affect the emotions of employees. If the employee likes the work environment in which he works, then the employee will feel at home in his workplace to carry out activities so that work time is used effectively. Therefore, job satisfaction is a (positive) attitude of workers towards their work, which arises based on an assessment of the work situation. The assessment can be carried out on one of the jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in the work.

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Organization's commitment displayed by nurses in the world today is still low. American Association of Colleges of Nursing (AACN) noted that the number of RN vacancies in the United States in 2010 reached 81% (Baumann, 2010).

According to Hoeve's 2020 research, in Indonesia alone, 76% of nurses organization's commitment is still low. This phenomenon can be represented through the following indicators: high nurse turnover rate which reaches 30.9% (Standard: 5%-10%); 53.5% of hospital nurses have a tendency to leave (turnover intention); and the delay of nurses (91.20%) in the hospital (ten Hoeve et al., 2020).

Based on the formulation of the problem described above, the influence on the organization's commitment of nurses should be able to help hospital management in order to overcome what are deficiencies and what must be improved in dealing with the problem of lack of organization's commitment to nurses in order to carry out their duties properly and achieve organization's goals. Thus, the authors are interested in conducting a study entitled "**The Effect of Work Motivation and Work Environment on Nurse Organization's Commitment with Job Satisfaction as an Intervening Variable**".

The results of this study are expected to add to the contribution of thoughts to science about the effect of work motivation, work environment, job satisfaction on the organization's commitment of nurses in hospitals.

II. STUDY OF THEORY

Organization's Commitment of Nurses

The definition of organization's commitment is strong desire to continue to be a member certain organization, fighting according to organization desires and beliefs, and accept organization values and goals (Dessler, 2017).

The dimensions of organization's commitment have three aspects of commitment, namely the first is affective commitment, this is related to the existence of a bond employee emotionality, identification, and engagement in the organization because of their own desires. Furthermore, continuance commitment is commitment based on rational need. In other words, this commitment is formed on the basis of profit and loss earned by employees so that it becomes a material consideration for what must be sacrificed when settling on an organization. Next is normative commitment is a commitment based on norms that exist within employees that contain individual belief in responsibility for organization. So, an employee persisted because loyalty (Dessler, 2017). Work motivation

According to Maslow, motivation is energy the driving force from within that causes humans do something or try to fulfill needs (Maslow, 1962).

Maslow's Hierarchy of Needs Theory is a figure of motivation and humanistic psychology which says that human needs are the hierarchy consists and is built up in five hierarchies basic needs, namely: (1) Needs physiological needs such as hunger, thirst, protection (clothing and housing), sex, and other physical needs. (2) Security needs such as the need for safety and protection against physical and emotional harm. (3) Social needs such as the need for love, belonging, well received, and friendship. (4) Requirements for the award are the need for self-respect such as self-respect, autonomy and achievement as well as the respect factor of external status such as recognition and attention. (5) Self-actualization needs such as the need for the urge to be someone or something in accordance with his ambitions which include growth, achieving potential, and fulfilling self needs.

Work environment

The work environment according to Taiwo is everything that is around the workers and that can affect them in carrying out the tasks assigned (Taiwo, 2010).

Work environment indicators are a collection of physical and non-physical factors, both of which affect the way employees work. The situation at work is a non-physical work environment, while people or equipment is a physical work environment (Taiwo, 2010). Physical work environment is a

physical condition that is around that can affect employee performance (Gie, 2000). The non-physical work environment includes both the relationship between leaders and subordinates and between employees.

Job satisfaction

Job satisfaction is a person's general attitude towards his job, the difference between the amount of income an employee receives and the amount they believe they should receive (Robbins, 2017).

Job satisfaction has five dimensions, including: (1) the work itself (work it self) which is the main source of satisfaction where the job provides interesting tasks, opportunities for learning, opportunities to accept responsibility, and advancement for employees; (2) Salary/wages (pay) is a multi-dimensional factor in job satisfaction. A number of wages/money received by employees becomes an assessment for satisfaction, where this can be seen as something that is considered appropriate and appropriate; (3) Promotion, namely the opportunity to develop intellectually and expandskills to become the basis of important attention to move forward in the organization so as to create satisfaction; (4) Supervision is the supervisor's ability to provide technical assistance and behavioral support. The first is employee-centered, measured by the degree to which the supervisor exerts personal interest, and cares for the employee. Second is the climate of participation or influence in decision- making that can affect the work of employees; (5) Co-workers (workers), namely co-operative co- workers are the simplest source of job satisfaction. Work groups, especially cohesive teams, act as a source of support, comfort, advice, and assistance to individual members (Robbins, 2017).

Previous Research

Research conducted by Riana says that there is a positive influence on work motivation, work environment, and organization's commitment to job satisfaction (Riana, 2020). Then research Kawiana shows that there is an influence which is significant between work motivation and organization's commitment (Kawiana, 2018). And on Ahakwa's research shows that there are significant influence between work environment to organization's commitment (Ahakwa, 2021). Karem's research shows that there is an influence between job satisfaction and organization's commitment (Karem et al., 2019). Furthermore, Ariyani's research shows that there is a significant influence significant relationship between work motivation and satisfaction work (Ariyani et al., 2016). And research by Suliman stated that there is an influence between work environment on job satisfaction (Suliman & Aljezawi, 2018).

Thinking Framework and Hypotheses

Based on the pher Work theoretical studies, and several previous studies that have been described above, the frameMotivation hypotheses in this study are as follows:

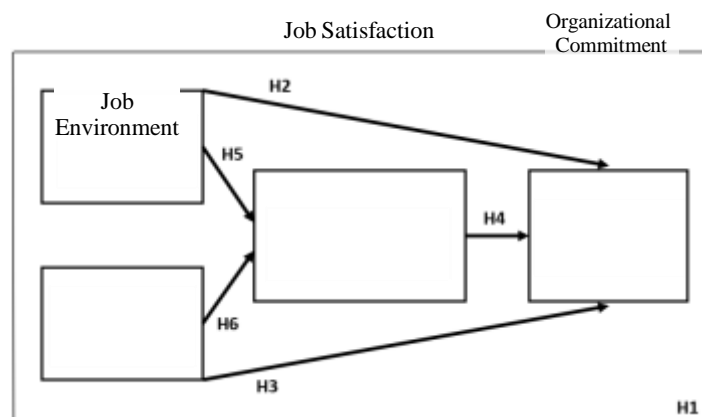


Figure 1 Thinking Framework

H1: There is an influence between work motivation and work environment on organization's commitment with job satisfaction as an intervening variable in X Hospital.

H2: There is an influence between work motivation and organization's commitment in X Hospital.

H3: There is an influence between work environment and organization's commitment in X Hospital.

H4: There is an influence between job satisfaction and organization's commitment in X Hospital.

H5: There is an influence between work motivation on job satisfaction in Hospital X.

H6: There is an influence between work environment on job satisfaction in Hospital X.

III. Research Methods

The study was conducted at Hospital X in January 2022. The variables in this study include two independent variables (X), namely work motivation (X1), work environment (X2) and the intervening variable is job satisfaction (Z). Meanwhile, the dependent variable is organization's commitment (Y). Hypothesis testing in this study with causality or causality techniques. The population of this study were all 107 nurses in Hospital X. The sampling technique is saturated sample. This technique is used because the number of samples taken is the same as the total population. Types of Instruments in this study using a questionnaire. The questionnaires are arranged based on a Likert scale which is interval based on the order of each variable, the answer which according to the respondent is the most appropriate is chosen by giving a sign (X) on the available answers. The data analysis of this research consisted of descriptive statistical analysis and inferential statistical analysis. Descriptive statistical analysis of this study used the three box method, while the inferential statistical analysis used path analysis.

IV. RESULTS AND DISCUSSION

Characteristics of Respondents

Based on the results of the questionnaire, the characteristics of the respondents in this study were the majority of women (69.16%), single (59.81%), aged between 20-30 years (61.68%), diploma education (72.9 %), have worked less than 5 years (57.94%), and nurses (61.68%). This indicates that the majority of RS X employees are highly educated and experienced women who have educational backgrounds according to their fields, so that they can carry out their duties and functions in the organization better.

Research Instrument Test

Based on the results of the validity test, it shows that there are 72 variable indicators observed in the exogenous latent variable and 4 endogenous variables that have passed the validity test, because of the 72 indicator variables all loading factors value > 0.50 . Thus the research instrument of 72 indicators has met the validity test requirements, so it can be continued by using a research model by measuring the dimensions of each variable.

Test results measurement, it shows that all dimensions and research variables have Cronbach's Alpha 0.60. Thus, the exogenous and endogenous latent variables have met the validity and reliability test requirements.

Table 1
Data Quality Test Results

Variabel	Cronbach's Alpha	Keterangan
Motivasi Kerja	0,979	Reliabel
Lingkungan Kerja	0,923	Reliabel
Kepuasan Kerja	0,973	Reliabel
Komitmen Organisasi	0,944	Reliabel

Descriptive Analysis

Descriptive analysis in this study uses the Three Box Method index number analysis. To get the tendency of respondents' answers to each variable, it will be categorized into a range of scores based on the calculation of the three box method. The resulting index number is 107, while the range of the

scale for each criterion is 21.4.

The distribution of respondents' answers on the work motivation variable shows an average index value of 84.60 which is included in the high category. The lowest index value with a score of 81.60 in the high category is found in the statement item "Work safety in this hospital has been well cared for" and the statement item "Health equipment has been provided by the hospital for nurses in need". This shows that hospitals need to improve their K3 (Occupational Health and Safety) program as well as hospital health equipment such as PPE (Personal Protective Equipment). In the statement item "Hospitals provide opportunities for nurses to get higher positions" with a score of 82.80 and in the high category. This shows that hospitals must provide opportunities for nurses to get the opportunity to get study assignments so that nurses who still hold diplomas can develop into bachelor's degrees.

The distribution of respondents' answers on the work environment variable shows an average index value of 83.58 which is included in the high category. The lowest index value with a score of 81.0 in the high category is found in the statement item "I feel the noise at work is in accordance with the type of work I do". This shows that hospitals pay less attention to noise that occurs in the workplace so that the hospital should make a hospital risk management program, one of which is by making HIRAC construction of a new hospital building so that the work environment is more conducive.

The distribution of respondents' answers on the job satisfaction variable shows an average index value of 83.56 which is included in the high category. The highest index value with a score of 86.4 is found in the statement item "I am happy with superiors who can provide support to subordinate employees". This shows that the hospital has paid close attention to its support for nurses through their superiors. The lowest index value with a score of 81.6 in the high category is found in the statement item "I am happy with the assessment for promotions based on employee performance and results". This shows that the hospital pays less attention to the assessment of nurse promotions properly, or it can be said that the promotion assessment is not based on nurse performance, but based on other factors, so this needs to be improved by making nurse promotion standards by classifying nursing career path patterns according to PPNI, namely PK I-IV.

The distribution of respondents' answers on the organization's commitment variable shows an average index value of 84.9 which is included in the high category. The highest index value with a score of 87.2 was found in the statement items "I find it very difficult to get a job if I leave", and "I still have responsibilities if I want to leave". This shows that nurses still show commitment to the hospital, because if they leave the hospital it will be difficult to get a job and there are responsibilities that burden them. On the statement item with a score of 74.40 and the medium category "I feel proud to be part of the organization". This shows that hospitals must increase job satisfaction for nurses so that nurses will feel proud to be part of the hospital organization.

Normality test

Normality test is used to test whether the relevant data is normally distributed or not. The regression model is normally distributed if the critical ratio (cr) value of each variable is less than ± 2.58 . Based on the results of SEM-AMOS

Table 2 Normality Test

Assessment of normality (Group number 1)				
Variable	min	max	kurtosis	c.r.
Kebutuhan fisiologis	1.8	5	0.923	1.948
Kebutuhan keamanan	1.6	5	0.252	0.533
Kebutuhan sosial	1.6	5	0.357	0.754
Kebutuhan penghargaan	1.6	5	0.108	0.229
Kebutuhan aktualisasi diri	1.6	5	-0.063	-0.133
Lingkungan kerja fisik	1.6	5	0.885	1.868
Lingkungan kerja non-fisik	2.0	5	-0.287	-0.605
Affective commitment	2.0	5	0.912	1.926
Continuance commitment	1.5	5	1.253	2.445
Normative commitment	1.8	5	0.993	2.097
Pekerjaan itu sendiri	1.8	5	0.959	2.024
Gaji/upah	1.6	5	0.870	1.836
Promosi	1.6	5	1.147	2.423
Pengawasan	1.8	5	0.901	1.903
Rekam kerja	1.6	5	1.046	2.208

Results Normality test results describe all indicators of research variables (work motivation, work environment, job satisfaction, and organization's commitment) have a critical ratio value below ± 2.58 , so it can be concluded that the data of the indicators are normally distributed and feasible to use.

Multicollinearity Test

The multicollinearity test aims to test whether there is a correlation between the independent variables in the regression model. If there is a correlation, it is called a multicollinearity problem. A good regression model should not have a correlation between the independent variables.

Table 3 Multicollinearity Test Results

Condition number = 395.437
Eigenvalues
5.024 .387 .338 .237 .147 .139 .070 .046 .039 .031 .027 .023 .018 .017 .013
Determinant of sample covariance matrix = .000

Hypothesis testing

Hypothesis testing is a statistical proof of all that has been hypothesized in theory-based research. To test the hypothesis that has been proposed and to detect the effect of the mediating variable (intervening) in mediating the independent variable on the dependent variable, descriptive statistical analysis methods, three box method, path analysis, simultaneous testing (f test) and partial testing (t test) are used. There are 3 paths in the path analysis of the structural equation model (Structural Equation Model) with the following description:

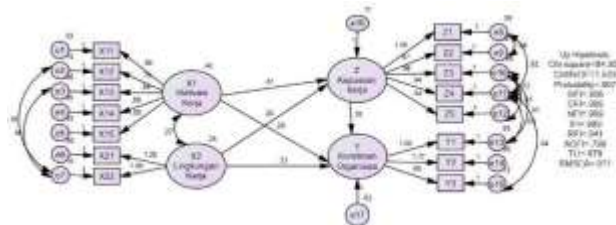


Figure 1 Structural Equation Model

Chi-square Structural Equation Model shows a value of 0.00 which is smaller than the Chi-square table value. The results of this very small Chi-square value indicate that there is no difference between the theory and the empirical data environment.

Table 4 Results of Model Conformity Test

Minimum was achieved
Chi-square = .000
Degrees of freedom = 0

The coefficient of determination shows the value of how much the simultaneous influence of the independent and intervening variables on the dependent variable. Value of the influence of work motivation and work environment on job satisfaction is 0.731 or 73.1%, while the value of the influence of work motivation, work environment, and job satisfaction on organization's commitment is 0.879 or 87.9%.

Table 5 Squared Multiple Correlations

Variabel	Estimate
Kepuasan Kerja	0.731
Komitmen Organisasi	0.879

Partial Test Results with Structural Equation Modeling (SEM) are in the table below:

Table 6 Hypothesis Test Results

Hubungan Antar Konstruk	Estimate	S.E.	C.R.	P	Label	Ket
KO ← MK	0.211	0.068	3.1	0.002	par_2	H1 diterima
KO ← LK	0.306	0.068	4.519	0.000	par_4	H3 diterima
KO ← KE	0.390	0.089	4.383	0.000	par_5	H4 diterima
KK ← MK	0.491	0.057	8.618	0.000	par_6	H5 diterima
KK ← LK	0.307	0.063	6.285	0.002	par_3	H6 diterima

Intervening Test

The results of direct effects and indirect effects of existing variables, it can be seen that the magnitude of the direct effect of motivational variables work on organization's commitment is 0.552, this value is greater than the effect of work motivation on organization's commitment through job satisfaction (indirect effect) of 0.282. The magnitude of the direct effect of the work environment variable on organization's commitment is 0.413, this value is greater than the effect of the work environment on organization's commitment through job satisfaction (indirect effect) of 0.093.

Table 7

Standardized Direct Effects Test Results

Variabel	Lingkungan Kerja	Motivasi Kerja	Kepuasan Kerja
Kepuasan Kerja	0,222	0,671	0,000
Komitmen Organisasi	0,413	0,552	0,421

Table 8

Standardized Indirect Effects Test Results

Variabel	Lingkungan Kerja	Motivasi Kerja	Kepuasan Kerja
Kepuasan Kerja	0,000	0,000	0,000
Komitmen Organisasi	0,093	0,282	0,000

V. Discussion

Work motivation and work environment affect the organization's commitment of X Hospital nurses with job satisfaction as an intervening variable

The results of this study are in line with previous research conducted by Riana (Riana, 2020). These results indicate that job satisfaction mediates the effect of work motivation and work environment on organization's commitment. High work motivation and work environment can affect job satisfaction and organization's commitment of X Hospital nurses. High job satisfaction will also increase nurse organization's commitment. If the nurses of Hospital X reach the highest level of satisfaction, it will increase the nurse's commitment to continue working at Hospital X.

A good work environment will be able to increase job satisfaction and eliminate boredom in carrying out work. Not only that, self-motivation can also improve the way to behave and think broadly in achieving adequate competence, so that nurses can do a job well and maximally. Management is expected to make efforts to increase nurse job satisfaction by providing a comfortable and safe and conducive work environment. In addition, management can also give appreciation to employees, provide a life balance, career path, or other programs that can increase job satisfaction, so that nurses will be fully committed to Hospital X.

Work motivation partially affects the organization's commitment of nurses in Hospital X

The results of this study indicate that the work motivation variable has a significant positive

effect on the organization's commitment of nurses in Hospital X. This means that if the work motivation of nurses increases, the organization's commitment shown by nurses in Hospital X will also increase. The results of this study strengthen the results of research conducted by (Deressa & Zeru, 2019); (Astuti & Surya, 2020); (Ibrahim et al., 2019); (Kawiana, 2018); (Demir, 2020) who found that work motivation was able to increase employee organization's commitment in companies. This means that the higher the work motivation given by nurses, the higher the organization's commitment that will arise.

Steers' research states that work motivation will provide its own driving force to create a person's enthusiasm, so that they want to work together, work effectively, and be integrated with all their efforts (Steers, 2016). This is in line with the theory put forward by Bruner which explains that motivation is the driving force that causes a member of the organization to be willing and willing to mobilize abilities (in the form of expertise or skills), energy and time to carry out various activities that are their responsibility and fulfill their obligations. in the context of achieving predetermined organization goals and objectives (Bruner, 1999).

The variable of work motivation in this study uses Maslow's theory (1962) which defines motivation as an internal driving force that causes humans to do something or try to fulfill their needs. Furthermore, Maslow's hierarchy of needs theory states that a person's motivation arises from five basic needs, namely: (1) physiological needs; (2) security needs; (3) social needs; (4) award requirements; and (5) the need for actualization (Maslow, 1962).

If it is associated with the results of the three box method, it shows that the work safety and health equipment provided by Hospital X does not support the work carried out by nurses. With these results, Hospital X needs to pay attention to these two factors so that nurses' work motivation can increase. When the safety of nurses is guaranteed, they will feel their security needs are being met and will show the best performance and commitment to the hospital.

The work environment has a partial effect on the organization's commitment of Hospital X nurses. The results of this study indicate that the work environment has a significant positive effect on the organization's commitment of the nurses of Hospital X. This means that if the work environment is conducive, it will increase the organization's commitment of the nurses of Hospital X, and vice versa. The results of this study are in line with research conducted by (Grodal et al., 2019); (Ahakwa, 2021); (Naz et al., 2020); (Jabbar et al., 2020); (Widyaningrum, 2019) in his research revealed that work environment factors have a positive effect on organization's commitment.

The work environment is a simple form of setting, situation, condition, and circumstances that include physical settings (such as warmth, work equipment and so on), characteristics of the work itself (such as workload, task complexity), organization roles (such as organization culture and history). and organization settings (eg market conditions, industry sector) (Briner, 2006).

Factors of comfort, work security, freedom of opinion, co-workers, and relationships between friends and superiors, room conditions, room arrangement, shade, adequate facilities and infrastructure and psychological workplace arrangements these conditions will create an atmosphere that conducive to doing work so that work targets will be more easily achieved in the right time and optimal results. If these factors are met, it can be said that the work environment is good so that it is a good work environment for someone who works, so that commitment will increase because it is supported by a conducive work environment. Based on similar research shows that there is a significant influence between the work environment on organization's commitment.

Respondents' responses based on the three box method of the work environment variable position were in the high category. This means that respondents feel that the work environment in Hospital X is good. Nevertheless, there are indicators in the work environment variables that still need attention, especially on the noise generated in the workplace. The majority of respondents said that the noise in their workplace is very disturbing, so the work environment is not conducive. With the handling of the unfavorable physical work environment, it will be able to improve the implementation of the tasks carried out by the nurses of Hospital X, so that they will be more committed to each task that is their responsibility.

Job satisfaction partially affects the organization's commitment of hospital X nurses. The results of this study indicate that job satisfaction has a significant positive effect on the organization's commitment of nurses in Hospital X. This means that if job satisfaction increases, it

will increase the organization's commitment of nurses in Hospital X, and vice versa. The results of this study are in line with research conducted by (Karem et al., 2019); (Chegini, 2019); (Cherian et al., 2018); (Kimet et al., 2017); (Tosun, 2017) which in his research revealed that job satisfaction has a significant positive effect on organization's commitment.

Various studies have been conducted and show organization's commitment is a very important contributor to the success of a company which shows that there is a significant influence between job satisfaction and organization's commitment. Job satisfaction is the difference between how much of everything that should be received with everything that actually exists today (Porter, 1961). With the job satisfaction received by the nurses of Hospital X, of course they will provide the maximum contribution to the hospital, so that the hospital will receive the positive impact of the nurse's commitment.

Respondents' responses based on the three box method variable job satisfaction position are in the high category. This means that the job satisfaction respondents they receive are good. Job satisfaction variable in this study uses Robbins theory which defines job satisfaction as a person's general attitude towards his work, the difference between the amount of income an employee receives and the amount they believe they should receive (Robbins, 2017).

This indicates that the role of job satisfaction is very important in increasing the organization's commitment of nurses at Hospital X, especially in the assessment of promotions which are considered less transparent. They assume that the promotion assessment is not fully based on the achievements and results of the work shown, but there are other factors that become the assessment. With this assumption, of course Hospital X needs to show transparency with regard to promotion assessments that are truly based on their achievements and work results, so that it will increase the organization's commitment of nurses at Hospital X.

Work motivation partially affects the job satisfaction of Hospital X nurses.

The results of this study indicate that work motivation has a significant positive effect on job satisfaction of nurses in Hospital X. This means that if work motivation increases, it will increase job satisfaction of nurses in Hospital X, and vice versa. The results of this study are in line with research conducted by (Saryadi & Arini, 2019); (Kapantow et al., 2020); (Ayalew et al., 2019); (De Sousa Sabbagha et al., 2018); (Ariyani et al., 2016) whose research revealed that work motivation has a significant positive effect on job satisfaction.

Robbins defines motivation as a process that describes the intensity, direction, and persistence of an individual to achieve his goals. Motivation or commonly referred to as a need is a person's internal state that activates and directs behavior towards certain goals. Motivation can include the need for achievement, affiliation (feeling accepted), power, ability, and so on. The better the motivation given to employees, the employee's job satisfaction will increase. Motivation is seen from five levels of needs, namely physiological, security, social, esteem, and self-actualization (Robbins, 2017). Social needs, security, and physiological needs are the highest measure of employee motivation, especially the family atmosphere at work, transportation facilities to work and the provision of attendance fees and performance allowances have an impact on employee job satisfaction. This condition is indicated by the high level of employee job satisfaction, especially related to the work itself and payment. The better the family atmosphere at work, transportation facilities as well as attendance fees and performance allowances provided by the organization, the more satisfied employees are with their current work.

The work environment affects the job satisfaction of nurses in Hospital X partially.

The results of this study indicate that the work environment has a significant positive effect on the job satisfaction of Hospital X nurses. This means that if the work environment increases, it will increase the job satisfaction of Hospital X nurses, and vice versa. The results of this study are in line with research conducted by (Suliman & Aljezawi, 2018); (Al Sabei et al., 2020); (Ahakwa, 2021); (Akinwale & George, 2020); (Wargo-Sugleris et al., 2018) which in his research revealed that the work environment has a significant positive effect on job satisfaction.

Various studies have been conducted and show that employee job satisfaction is a very important contributor to the success of a company showing that there is a significant influence

between the work environment on job satisfaction (Suliman & Aljezawi, 2018); (Al Sabei et al., 2020). Supportive job satisfaction will contribute to employee engagement. Employees will feel safe and comfortable while working, so they can achieve organization goals effectively and efficiently (Ahakwa, 2021); (Akinwale & George, 2020); (Wargo-Sugleris et al., 2018).

Job satisfaction is a (positive) attitude of workers towards their work that arises based on an assessment of the work situation. The assessment can be done on one of the jobs. The work environment has an important role in the job satisfaction of nurses at Hospital X. The better the physical work environment, the job satisfaction of nurses at Hospital X will increase. The work environment has a positive influence on an individual, and will have a major effect on what he does, including nurse satisfaction at work. The work environment is everything around the workplace that can affect nurses either directly or indirectly

Research Finding

This study found that job satisfaction has a greater direct effect than its indirect effect on organization's commitment. While the indirect effect, job satisfaction has a less significant effect on organization's commitment. These results indicate that to increase the organization's commitment of nurses at Hospital, there is no need for the role of job satisfaction as an intervening variable.

Conclusion

The conclusion obtained in this study is that work motivation and work environment have a significant effect on organization's commitment with job satisfaction as an intervening variable. The results also show that work motivation has a significant positive effect on nurses organization's commitment. The results of the study also found that the work environment had a significant positive effect on nurses organization's commitment. In addition, the results of the study indicate that job satisfaction has a significant positive effect on nurses organization's commitment. Next, the results of the study show that work motivation has a significant positive effect on nurse job satisfaction. And finally, the results showed that the work environment had a significant positive effect on nurse job satisfaction.

Implication

The result of the research shows that the work motivation in X Hospital is good. Based on the answers to the questionnaire, it shows that respondents feel they have provided the best work motivation for hospitals, but hospital work safety does not support the work carried out by nurses. With these results, the hospital needs to make an OHS (Occupational Health and Safety) program and also a JHT (Old Age Insurance) program for all nurses who work in the hospital. When the work safety of nurses is guaranteed, they will feel their safety needs are being met and will show the best performance and commitment to the hospital.

The results showed that the respondents felt that the work environment at Hospital X was good. However, it is necessary to pay special attention to the noise generated in the workplace. The majority of respondents said that noise in the workplace is very disturbing, so the work environment is not conducive. With these results, the hospital needs to create a Hospital Risk Management program, one of which is to make a HIRAC analysis of the construction of a new hospital building, so that the condition of the old hospital building used to provide services to patients will be more conducive. With the handling of the unfavorable physical work environment, it will be able to improve the implementation of the duties of hospital nurses so that they will be more committed to each task that is their responsibility.

The results showed that the job satisfaction of nurses at X Hospital was good, but according to the respondents, the assessment of job promotions which was considered less reflected in transparency. They assume that the promotion assessment is not fully based on the achievements and results of the work shown, but there are other factors that become the assessment. With this assumption, Hospital X needs to show transparency regarding promotion assessments that are truly based on their achievements and work results. By creating a Career Pathway Program for Clinical Professional Nurses starting from PK I to PK IV, the results of which can be used as a reference for promotion of

nurse positions so that it will increase the organization's commitment of nurses in hospitals.

Discussion

Based on the results of the research that has been done, the following are some suggestions that researchers can give, namely: The need to evaluate Health Insurance for nurses who work at Hospital X because with health insurance, nurses will feel more comfortable and safe to work in hospitals. This can be done by providing a Health Insurance card or health insurance so that if a nurse is sick, optimal treatment can be given to the nurse as well as providing a coupon to redeem the vitamins needed by the nurse at the hospital pharmacy so that the nurse's health and stamina can improve. so that when you work you will be productive.

The need to evaluate the noise contained in the hospital environment so that the working atmosphere of nurses will be more conducive. This can be done by evaluating the HIRAC of the hospital so that with the control and prevention of noise, the atmosphere of the work environment will be better in the hospital and if there is construction or building renovation, the management should determine the right time for the work so that the working atmosphere does not disturbed by noise.

The need to evaluate the work performance assessment of hospital nurses so that with the appreciation of the work performance of nurses, the nurse's performance will be better. This can be done by giving rewards to nurses who have good work performance on a regular basis so that nurses will be more motivated to work and provide individual assessments objectively through individual performance indicators in an objective and transparent manner so that the results of the performance assessment can be used as a reference for carrying out nurse performance appraisal.

The need to evaluate the nurse's pride in the hospital organization because with a sense of pride in the organization, the nurse's commitment to the organization will increase. This can be done by increasing the work motivation of nurses by meeting the basic needs of nurses so that nurses will be motivated to work and will result in increased nurse commitment to the hospital organization and increase nurse job satisfaction by meeting the needs of nurses to excel, for example by providing opportunities for nurses to work. improve self-ability by attending seminars or workshops.

Further research is expected to be able to examine the same type of hospital with a larger number of respondents, so that the results can be compared with this study. Looking for other variables as intervening or intermediary.

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