

Human resource development and job satisfaction among nurses

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Article Info

Article history:

Received Jan 15, 2023

Revised May 20, 2023

Accepted Jun 8, 2023

Keywords:

Job satisfaction

Nurses

Patient satisfaction

Personal satisfaction

Workforce

ABSTRACT

The skills of a good nurse manager, the quality and quantity of human resources, and the development of human resources to face changes both the internal and external environments begin with building nurses' commitment to various indicators of human resources development in hospitals that have an impact on customer or patient satisfaction. Quantitative research with an analytical observational approach was conducted in hospitals, with a sample of 136 nurses from the population obtained by probability sampling. The results of the statistical test that training is the human resources development factor that most affect the job satisfaction of nurses in hospitals with an Exp (B) ratio or odds of 1.790, indicating that nurses with more specialized training tend to be 1.790 times more satisfied than nurses with less specialized training, and that this is also true since their Exp B grades are good. This study concludes that training has a big impact on how happy nurses are. As healthcare providers in hospitals, nurses need to optimize their abilities and competencies to raise the standard of nursing care. Nursing directors are essential in building and recruiting, and measuring nurse competencies.

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1. INTRODUCTION

Human resource management is an activity related to empowering people with a strategic approach in the best and most proactive way and related to how to plan, place, coordinate, foster, motivate, and control within the organization [1]. The firm has gained fresh perspectives on human resources thanks to the pace of globalization (HRs). For a considerable time, organizational specialists have concentrated on various business-related practices [2]. Job satisfaction has always been one of the fundamental issues for the private sector or governments in developing countries [3]. Job Satisfaction persuades workers to build up their efficiency, and organizational responsibility, decrease non-performance and turnover intention and increase their enthusiasm toward work.

In this case, supervisor support is essential in encouraging job satisfaction and reducing negative behavior [4]. Globally there is increasing concern about the job satisfaction of nurses because of their significant role in patient care [5]. The coherence of the workplaces has been impacted by the evolving nature of work [6]. The main activities of developing human resources and increasing employee productivity include human resource planning [7]. Appointment and termination of employees, remuneration and benefits, performance appraisal, awards, training and career development, leadership, productivity, and occupational safety and health. Staff retention and low staff turnover can boost output and client value. A robust management system seeks to share satisfaction with workers who want to ensure customer satisfaction [8]. Traditional

research overrides employee turnover so far and only calculates recruitment fees, payroll, and training replacements [9]. While in reality, both efficiency and client pleasure are shrinking due to the presence of new employees [10]. Good performance and work performance are determined by employee satisfaction [11]. Since the beginning of development of human resources: a junction between organizational leadership. The development of a culture that results in significant organizational outcomes and the acceleration of staff learning and performance have both been credited to leadership. The hospital is a business that provides services, and its primary resource are nurses. Boosting nursing commitment is one way to retain nurses [12].

Nurse satisfaction is accomplished via internal service excellence, incorporating hiring practices, workplace layout, incentive programs, and supporting hardware [13]. Employees feel if they can contribute to the interests of customers, resulting in customer satisfaction, they will be satisfied with their employment [14]. Giving front-line staff the autonomy to use energy resources to satisfy customer demands is one way to do this [15]. Planning for the development of human resources is necessary to increase employee productivity now and in the future. Development objectives, methods, curriculum development, benchmark to the criteria for evaluation and the elements evaluated are items that require planning in the development of HR for a company [15]. Human resource is an aspect that plays a significant role in the success of a hospital service [16]. The greater the level of job satisfaction, the lower the intention to leave. Therefore, hospitals must increase job satisfaction, reducing employee intentions to leave. Empowerment of health workers with a collaboration model significantly increases knowledge, attitudes, and utilization results for improving the quality of health services [17].

A person's job or work experience evaluation is a source of job satisfaction, namely a pleasant or emotionally good situation [18]. Increasing organizational justice beliefs among nurses, Organizational commitment and empowerment grew while the intention to turnover fell. In order to manage hospital human resources effectively, Hospitals and care homes must adapt their organizational designs and systems to improve nurses' perceptions of organizational justice [19]. Healthcare services' a physical setting, customer-friendly surroundings, responsiveness, transparency, and privacy, and safety features are positively associated when patient and faithful, which patient satisfaction serves as a mediator [20]. Health care organization is a social system where human capital is essential. Leadership is critical in influencing resulting effects on professionals, patients, and the workplace [21]. Increasing the participation of hospital care nurses and providing adequate staff and resources are important ways to establish a healthy work environment, which is a profitable, cost-effective strategy for satisfying and retaining nurses [22]. Identifying the factors that affect nurses' job satisfaction is crucial to raising the standard of their work and eventually preparing competent nurses and students [23]. Nurse supervisors must establish a supportive and transparent workplace culture that promotes perioperative nurse job satisfaction and reduces their intention to leave [24]. The forefront of healthcare is provided by nurses and significantly influence the quality of hospitals provide health services. Therefore, nurses' attitudes, knowledge, and skills must be strengthened, especially in the professional facets of providing health services [25].

The skills to manage a good organization, how many and what kind of human resources there are, and adequate funding are the most crucial auxiliary elements and the essential capital necessary for the hospital to operate efficiently. It is essential to increase nurse employment fulfillment because it can improve patient evaluations of the treatment received, and making ensuring there is enough nursing personnel. The indirect connections and work satisfaction predictors have a part to a more thorough comprehension of the complex phenomenon of job satisfaction, which in turn may aid the development of effective strategies to address the nursing shortage and increase the quality of patient care. This study aims to advance human resources in facing external and internal environmental changes, which begin with fostering dedication between nurse. Educating nurses to focus on different hospital human resource development indicators that affect patient or customer satisfaction.

2. METHOD

This quantitative study employed a cross-sectional analytic observational approach. It was conducted at X Makassar Hospital, in Indonesia from June to September 2022. The sample was 136 nurses from the population obtained by probability sampling, with the inclusion criteria of nurses with a service life of more than three years and wanting to be respondents. The instrument in this study was questionnaires with a Likert scale and interviews. Training, managerial support, internal interactive communication, human resources management, and the development of service culture are all independent variables; dependent variables; include job satisfaction-instruments with questionnaires using the Likert scale. Data analysis using univariate was carried out to get an overview of by outlining each variable employed in this study, the research challenge; bivariate looked at Chi-square test and cross-tabulation were used to examine the connection between each independent variable and each dependent variable. and multivariate statistical methods used to evaluate the impact of many variables acting concurrently on other variables. Selecting the variables for utilizing

multivariate analysis various logistic regression tests is the first stage in the multivariate analysis process. The variables included in multivariate analysis are those that, have $p < 0.05$ in the bivariate analysis. This research has obtained permission from the Polytechnic Sandi Karsa ethics committee with Number: B-375/PT19/ST/LPPM/V/2022.

3. RESULTS AND DISCUSSION

Table 1 shows that of the 136 respondents, when viewed from the age group, most were in the age group 26-30 years, as many as 60 people (44.1%). Judging from the gender group, most respondents are women, with 116 respondents or 85.3%. Respondents with a 6-10 years work period were the most respondents, around 91 or 66.9%. That the most recent education respondents were associate degree nursing graduates, namely 89 respondents or 65.4%.

Table 2 reveals that of the 86 respondents classified as sufficient on the training variable, 68.6% were classified as sufficient on the variable of job satisfaction. While of the 50 respondents classified as lacking in training variables, 56.0% were classified as lacking in job satisfaction. Obtained a p-value (0.008) $< \alpha$ (0.05), training has an impact on nurses' work happiness. Of the 107 respondents classified as sufficient on the variable of management support, 64.5% of them were classified as sufficient on the variable of job satisfaction. While of the 29 respondents classified as lacking in management support variables, 58.6% were classified as lacking in job satisfaction. Obtained p-value (0.042) $< \alpha$ (0.05), support from management has an impact on nurses' job happiness.

Table 1. Data on respondents' age, gender, duration of years of employment, and level of education

	Frequency (n)	percentage (%)
Age		
<26	7	5.1
26-30	60	44.1
31-35	41	30.1
36-40	18	13.2
41-45	7	5.1
>45	3	2.2
Gender		
Male	20	14.7
Female	116	85.3
Years of service		
<6	26	19.1
6-10	91	66.9
>10	19	14.0
Level of education		
Associate degree	89	65.4
Bachelor's degree/Bachelor's	15	11.0
Bachelor's + Nursing profession	31	22.8
Masters	1	7.0

Table 2. Analysis univariate of research variables

	Job satisfaction				Total		χ^2 (p-value)
	Enough		Less		N	%	
	N	%	N	%			
Training							
Enough	59	68.6	27	31.4	86	100.0	6.958
Less	22	44.0	28	56.0	50	100.0	0.008
HR maintenance management							
Enough	69	64.5	38	35.5	107	100.0	4.144
Less	12	41.4	17	58.6	29	100.0	0.042
Internal interactive communication							
Enough	69	65.7	36	34.3	105	100.0	6.169
Less	12	38.7	19	61.3	31	100.0	0.013
Develop a service culture							
Enough	71	64.5	39	35.5	110	100.0	4.907
Less	10	38.5	16	61.5	26	100.0	0.027

Table 3 shows that the results of multivariate statistical tests using logistic regression show that training is the human resource development factor that has the most influence on nurse job satisfaction nurses who have training are deemed to be sufficiently likely to be 1.790 times more satisfied than nurses who have

training that is deemed to be deficient, according to Exp (B) or odds ratio of 1.790. Since the B score is positive, it positively affects job satisfaction.

Table 3. Multivariate analysis of nurse satisfaction-related factors

Variable	B	Sig.	95% CI for Exp (B)
Training	0.583	0.200	1.790
HR maintenance management	0.494	0.371	1.638
Internal interactive communication	0.502	0.348	1.654
Constant	-0.740	0.081	0.477

Source: Primary Data, 2022

3.1. Discussion

Researchers revealed that training positively affects the job satisfaction of the three training variables, human resource maintenance management and interactivity within the company. Based on the nurse development model results, which initially only emphasized the nursing care process, it must consider the input factors of organizational characteristics, work, and individual nursing and the nursing care process factors. Nurse standards and professional performance consider factors of nurse outcomes and patient satisfaction. So, in general, the development model of existing nursing care quality refers to a comprehensive quality system [26]. Particularly in terms of training, nurse job satisfaction is significantly impacted favorably by empowerment of nurses in the workplace [27]. It is still necessary to improve nurse training, such as by providing continual training that will increase job satisfaction and nursing performance, resulting in good service standards [28]. That personal, corporate, and social factors influence switching intentions between male nurses. In this instance, dedication to the company, job satisfaction, and stress at work, the location of the hospital in the medium category city, and family responsibilities. Therefore, these and other influencing factors must be taken into account in management strategies to forecast and decrease turnover among these people [29].

Improve comprehension of the organizational antecedents of nursing staff bullying. Bullying at work plays the role of a mediator among nurses between most of the dimensions of the working environment and results in terms of job satisfaction and employability [30]. Nurse development directly affects the employee's work ability variable [31]. Training, development, and employability have a direct influence on employee performance. Training indirectly affects employee performance through employee workability and development and affects employee performance variables through employee work ability variables [32]. Job rotation does not significantly influence employee performance, which is significantly influenced favorably by training, organizations need to make their employees work to their full potential [33]. To update employment expectations and processes due to digitalization, healthcare practices, regulations, and procedures must be changed. Patient safety considerations and the incorporation of digitalization into the professional environment call for an evaluation of healthcare workers' digitalization competencies [34]. Professional nurses must be competent in applying their use of evidence-based practice in nursing care. Nevertheless, a lot of nurses offer nursing care based on tradition, customs, and personal experience. A lack of confidence in nurses' feelings about their competence when using evidence-based practice can hinder the successful application of evidence-based practice in nursing care. As a result, starting and implementing evidence-based practice during clinical placements is essential to establish When applying evidence-based practice in patient care, maintain a professional demeanor and demonstrate a foundational level of experience. But when using evidence-based practice, self-efficacy and competency have not analyzed thoroughly, and little is understood about competence and self-efficacy in applying EBP during clinical practice [35].

Lack of nurse job satisfaction and high nurse turnover rates in hospitals where the study is a problem that requires attention from human resources management so that it does not become a cause of low-quality health services. The factor influencing nurse job satisfaction most is the absence of a career development program in this hospital. The solution to increasing nurse job satisfaction in this hospital is to design a career development program by creating career development tools based on nurse competencies [36]. Resilience is a term that describes the capacity to turn difficulties take advantage of opportunities to learn a situation. It appears that identifying support tactics is necessary to develop nursing students' resilience will improve their professional practice [37]. Nurse competencies include the core abilities necessary to fulfill a role as a nurse.

Consequently, it's crucial defining nursing competencies precisely to build the foundation of the nursing education curriculum [38]. The The most frequent cause is workload cause of tension. In addition, Job satisfaction and the perception of care quality are negatively correlated with workload. Workload and nurse conflict had a favorable relationship with turnover intention [39]. Nurses play an essential role in enhancing the standard of service for patient satisfaction. However, sometimes nurses cannot carry out their roles due to a lack of commitment and job satisfaction as significant factors in determining work performance and

achievements [40]. Based on the results of research in general and nursing services in particular about maintaining or further increasing the level of service quality, especially those relating to the performance of nurses to satisfy patients [41]. Nurse job satisfaction is good enough but still requires optimization. Nurse competence needs to be increased to enhance the delivery of nursing services through instruction, coaching by designated teams, cooperation with colleagues, and support through giving and awarding policies through the nurse's career path [42].

The perception of how effectively employment offers what is viewed as vital leads to job satisfaction. If goals seen as vital in a life or often referred to as wants are achieved, expressed work satisfaction will result [43]. The opinion can be in strength, achievement, and relationship needs. In addition to lowering morale, Lack of job satisfaction will lead to a lack of psychological development and can even lead to aggravation, low productivity and a toxic social atmosphere; even one who is not understanding a satisfactory job rarely has a genuinely a fulfilling existence [44]. The work and training environment partially does not influence satisfaction at work, while empowerment partially has a big impact on how happy you are at work [45]. Low job motivation among nurses contributes to nurses leaving the field and can substantially impact service quality [46]. Academic programs should guarantee that students are proficient in evidence-based practice by graduation. The healthcare system should clarify that this is a requirement and expectation for all nurses [47]. A significant difficulty is providing for and financing the medical care of individuals with long-term health issues [48]. Essential competencies in nursing that are directly related to raising the standard of patient care. Commitment to professional organizations as an sense of loyalty or affective attachment to the organization is a crucial factor in building professional competence [49]. Non-financial strategies such as a safe work environment without violence in the workplace can increase nurse job satisfaction levels. A no toleration policy for little tolerance for disrespect and violence can be implemented to safeguard nurses and workers generally speaking [50].

4. CONCLUSION

This study revealed that the training factor significantly affects nurse satisfaction. As health service providers in hospitals, nurses need to optimize their abilities and competencies to improve the quality of nursing services. The importance of nurse managers in the capacity building of nurses, nurse recruitment, and competency measurement. Strategies that can be done: developing training instruments, advocating for continuing studies to a higher level, and spiritual and technological approaches, the significance of nurses' emotional connections and a relaxing workplace maintain nurses work in hospitals. Hospitals must try to reduce nurse turnover by increasing the emotional ties between nurses. Nurses are uniform people with various commitment goals. Nurses can increase their dedication to their commitment goals, such as dedication to work teams, dedication to their jobs, dedication to nursing unit supervisors, and dedication to hospitals. This dedication is strengthened by increasing the need for achievement, improving the relationship between nurses and co-workers, giving nurses additional responsibilities and rewards, and developing a defined career for nurses. This study's drawback is that the results cannot be applied to all hospitals generally. Additionally, a variety of instruments are employed by researchers to represent each variable they examine, As a result, respondents are bored, which may cause them to fill out the questionnaire dishonestly.

ACKNOWLEDGEMENTS

The authors thank the director of Polytechnic, Sandi Karsa, for sponsor and financial support acknowledgments.

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