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## **Analysis of the Effect of Human Resource Development on Nurse Job Satisfaction at the Regional General Hospital (RSUD) of Pangkep Regency**

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### **Abstract**

*Background*, health is a healthy condition, both physically, mentally, spiritually and socially, which enables everyone to live productively socially and economically as an investment for the development of socially and economically productive human resources. The purpose of this study was to analyze the effect of the development of Human Resources (HR) on nurse job satisfaction at the Regional General Hospital (RSUD) in Pangkep Regency. *Research method* used is quantitative research with analytic observational type with Cross Sectional Study design which is a research design that studies the dynamics of correlation and association between independent variables (training, management support, internal interactive communication, HR management, and service culture development) with variables dependent (job satisfaction) at the same time. *The results* of the study showed that training was the most influential HR development factor for nurses' job satisfaction in Pangkep District Hospital in 2019 with an Exp (B) value or an odds ratio of 1.790 which means nurses with sufficient training tend to be 1.790 times more satisfied than nurses with training which is classified as less and because the value of B is positive, the training has a positive influence on job satisfaction. *Conclusion* that there are influences between the factors of training, management support, internal interactive communication, HR maintenance management, developing a service culture for nurse job satisfaction in Pangkep Hospital.

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To improve and maintain the work satisfaction of health workers in this case nurses at Pangkep District Hospital need to improve the provision of optimal training for nurses in order to improve nursing performance.

**Keywords:** Training; Management Support; Internal Interactive Communication; HR Maintenance; Management; Develop a service culture; Job satisfaction; Nurses.

## **1. Introduction**

Health is a healthy condition, both physically, mentally, spiritually and socially, which enables everyone to live productively socially and economically while health efforts are every activity and / or series of activities carried out in an integrated, integrated and sustainable manner to maintain and improve health status. community in the form of disease prevention, health improvement, disease treatment, and health recovery by the government and / or community so that health development aims to increase awareness, willingness and ability to live healthy for everyone in order to realize the highest degree of public health as an investment for development of productive human resources socially and economically [53].

Human resources have a major role in every activity of the organization. The problem of human resources is still in the spotlight for organizations to continue to survive in the era of globalization. Although supported by facilities and infrastructure as well as excessive funds but without the support of reliable human resources, the organization's activities cannot be carried out properly so that human resources become the main key that will determine the success of implementing organizational activities [50].

A good management system will provide satisfaction to employees who will ensure customer satisfaction as well as retention of employees and low employee turnover rates can increase productivity and customer value. Traditional studies of employee turnover costs have only taken into account the costs of recruitment, payroll and training replacements. In fact, in fact, the biggest cost is decreasing productivity and customer satisfaction due to new employees. Employee retention and productivity are determined by employee satisfaction. This employee satisfaction can be achieved through internal service quality which includes employee selection, workplace design, reward systems and supporting computer equipment. Workers will be satisfied with their work if they feel that they can act in the interests of the customer, thus creating employee satisfaction and customer satisfaction. This can be achieved, among others, by giving freedom to front-line employees in utilizing resources to immediately meet customer needs [68].

Human resource development must be planned appropriately so that development can improve current and future employee productivity. Development goals, development methods and curricula, benchmarks to the basis of assessment and the assessed elements are things that need to be planned in developing HR for a company [25].

Good management ability, quality and quantity of human resources and sufficient financing are the most important supporting factors and basic capital that must be possessed so that hospital functions can be carried out properly. So with the background above, this study seeks to provide additional contributions and input to the Pangkep District General Hospital regarding the development of human resources (HR) in order to deal with

changes in external and internal environmental conditions that began by building commitment among employees, especially nurses on various indicators of Sumber development Human Resources (HR) available at Pangkep District Hospital have an impact on customer / patient satisfaction can be cured. TB sufferers who do not treat can transmit their disease to other people around him or closely related to them, and can extensively lead to the spread of bacteria.

## **2. Theoretical Review**

### **2.1 Human Resource Development**

Development is a long-term educational process that uses systematic and organized procedures that study conceptual and theoretical knowledge to achieve general goals [42]. Whereas human resources are all abilities or potential of people residing in a particular region along with their demographic, social and economic characteristics or characteristics that can be used for development purposes so discussing human resources means discussing the population with all its potential or capabilities where human potential is related to two aspects, namely aspects of quantity and quality [51]. Human resource development is an effort to develop the quality or ability of human resources through the process of planning education, training and management of personnel or employees to achieve an optimal outcome [50].

### **2.2 Job satisfaction**

Job satisfaction is a pleasant or emotionally positive condition that comes from someone's assessment of their work or work experience [60]. Locke provides a comprehensive definition of job satisfaction which includes reactions, cognitive, affective, and evaluative attitudes and states that job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's work or work experience. Job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important [39]. General there are 4 (four) theories about job satisfaction, namely, Discrepancy Theory, Equity Theory, Two Factor Theory, McClelland's theory of needs [26].

### **2.3 Definition of Nurse**

Nurses are those who have the ability and authority to carry out nursing actions based on the knowledge acquired through nursing education. Defining a nurse is someone who plays a role in caring for or nurturing, helping to protect someone because of illness, injury and the aging process. Nurse is someone who has completed nursing education that meets the requirements and authorities in the country concerned to provide nursing services that are responsible for improving health, disease prevention and service for sick people [16].

## **3. Research Methods**

The research method used is quantitative research with analytic observational type with Cross Sectional Study design which is a research design that studies the dynamics of correlation and association between independent variables (training, management support, internal interactive communication, HR management, and service

culture development) with variables dependent (job satisfaction) at the same time (point the approach) [66]. By using Univariate Analysis to get a general description of the research problem by describing each variable used in this study, by looking at the description of the frequency distribution and the single percentage associated with the research objectives. Bivariate analysis is related by looking at the relationship between each independent variable and the dependent variable of the study with cross tabulation (crosstab) accompanied by the Chi-Square test (X<sup>2</sup>). Hypothesis testing uses Chi-Square statistical tests and hypotheses to be tested. Multivariate analysis is a statistical method used to analyze the influence of several variables on other variables at the same time. The first step for multivariate analysis is to select variables that will be included in the multivariate analysis with multiple logistic regression tests. The variables included in the multivariate analysis are variables which in bivariate analysis have a value of  $p < 0.05$  [64].

#### 4. Results

**Table 1:** Multivariate Analysis of Factors that Affect Nurse Job Satisfaction in the Pangkep Regency Regional General Hospital

No	Variable	B	Sig.	95% CI for Exp (B)
1.	Training	0,582	0,200	1,790
2.	HR Maintenance Management	0,493	0,371	1,638
3.	Internal Interactive Communication	0,503	0,348	1,654
	Constant	-0,740	0,081	0,477

The table above shows that after multivariate analysis using logistic regression, it was found that training was the most influential HR development factor for nurses' job satisfaction at Pangkep District General Hospital in 2019 with Exp (B) or odds ratio of 1.790 which means nurses with training classified as quite likely to be 1.790 times more satisfied than nurses with training that is classified as less and because the value of B is positive, the training has a positive influence on job satisfaction.

##### 4.1 Training

Based on the results of hypothesis testing using Chi-Square ( $\chi^2_{(1)} = 10.008, p < 0.05$ ), then H<sub>0</sub> is rejected which means there is an effect of training on Nurse job satisfaction in the General Hospital of Pangkep district. This is in line with the research conducted which shows that employee empowerment has a significant positive effect on job satisfaction, especially in terms of training which has a significant positive effect on employee job satisfaction. So based on the results of this study training for nurses still needs to be optimized as needed for ongoing training to provide job satisfaction and improve nurse performance that will result in good service quality [23].

#### 4.2 Management Support

Based on the results of hypothesis testing using Chi-Square ( $\chi^2_{(2)} = 10.44, p < 0.05$ ), then  $H_0$  is rejected which means there is an influence of management support on nurse job satisfaction at the Pangkep District General Hospital. This result is also supported by the findings of the study that management support has a significant impact on job satisfaction among nurses in Pakistan. This finding is an important learning for management about how management support can be strategically used as an important factor to positively improve nurses' behavior and work outcomes. There are far greater benefits from management support that the organization needs to disclose to ensure strategic achievement both for individual and organizational goals that are capable of generating positive perceptions. This positive perception helps them to actively utilize the guidance, support, recognition, and facilities received from management to further enhance their job satisfaction [55].

#### 4.3 Internal Interactive Communication

Based on the results of hypothesis testing using Chi-Square ( $\chi^2_{(2)} = 10.11, p < 0.05$ ), then  $H_0$  is rejected which means there is an influence of internal interactive communication on nurse job satisfaction at the Pangkep District General Hospital in 2019. This is in line with the research which reveals that communication is a significant mediator for various types of nursing units. Communication is one of many mechanisms that can determine how a positive nursing work environment can contribute to nurse job satisfaction and the intention to stay in that place [5].

#### 4.4 HR Maintenance Management

Based on the results of hypothesis testing using Chi-Square ( $\chi^2_{(2)} = 10.14, p < 0.05$ ), then  $H_0$  is rejected which means that there is an effect of HR maintenance management on nurse job satisfaction. The results of this study increasingly indicate that planning for human resources is a very important thing that is run by the managers of the organization because it aims to estimate what the organization needs in the future and how to deal with problems correctly in the organization.

#### 4.5 Develop a service culture

Based on the results of hypothesis testing using Chi-Square ( $\chi^2_{(2)} = 10.27, p < 0.05$ ), then  $H_0$  is rejected, which means that there is an effect of developing a service culture on nurse job satisfaction at the Pangkep District General Hospital. This research is also supported by the results of research that achieving service excellence is a potential factor for gaining a competitive advantage in the health care industry today. Sustainable competitive advantage is a direct result of differences in value which is a real difference in clinical quality, service quality or price between other hospital services. To achieve service excellence, health and nursing service organizations must begin by creating and maintaining a service culture that focuses on the principle of service excellence. Achieving service excellence must begin with the patient's focus and everything ends with the patient too [63].

#### **4.6 Job satisfaction**

On the results of the assessment per item question, there are still indicators on the variable job satisfaction that shows no reality that is obtained as in the item item "During being a nurse, my wishes and expectations have been achieved" with the number of respondents who disagree as many as 16 respondents and as many as 3 respondents who stated strongly disagree with the indicator items. This can be caused by the existence of several factors that can lead to less fulfillment of job satisfaction for nurses both from the environment and workplace conditions as well as from the individual self-nurse.

This is in accordance with the view that job satisfaction is not only influenced by work, but also social factors and individual employees themselves. Job satisfaction for nurses is needed because nurse job satisfaction will increase productivity. The existence of dissatisfaction in the work will bring less impact both for the company and for the employees themselves [34].

Job satisfaction arises from the perception of how well the work provides the things that are considered important while suggests job satisfaction will emerge if the achievement of things that are considered important in life or so-called needs according to David McClelland believes that needs can be in the form of strength needs, achievement needs and relationship needs [39]. Unfulfilled job satisfaction will result in psychological maturity that is not achieved and can even lead to frustration. In addition, lack of satisfaction in work will cause morale to decline, lower productivity and cause an unhealthy social environment, further someone who does not get a satisfying job rarely have a truly satisfying life [61].

#### **5. Conclusion**

There is an influence between the training factors of internal interactive communication management support HR Maintenance Management, developing a service culture can improve job satisfaction for nurses at the Hospital. To improve and maintain the work satisfaction of health workers in this case nurses at the Regional General Hospital of Pangkep Regency. In improving health services, the community needs to consider the factors related to human resource development in order to realize optimal health services, namely increasing the provision of optimal training for nurses to improve nursing performance, improve the performance of management support in the form of creating a work environment that suits the needs of nurses in carrying out nursing care and providing guaranteed safety and security for nurses, increasing internal interactive communication within the Pangkep District General Hospital such as responding to every complaint about the work of health workers, especially nurses, giving awards to the best performing nurses and providing promotional opportunities to outstanding nurses to increase work motivation and work productivity, while maintaining priority over the public or patient interests rather than personal or group interests in order to realize optimal health degrees in the work environment.

#### **6. Footnote**

*Conflicts of Interest:* The authors have no conflicts of interest to declare

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