

# The Impact of Compensation, Career Development, and Organizational Culture Towards Nurses Commitment at Suaka Insan Hospital Banjarmasin

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# The Impact of Compensation, Career Development, and Organizational Culture Towards Nurses Commitment at Suaka Insan Hospital Banjarmasin

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## INTRODUCTION

Hospital is a full-service organization with plenty of different educational backgrounds. There are some treatment facilities and equipment. The nurses are the hospital's employee having a primary responsibility of taking care of the patients. They have to overcome the problem of the patients and their family, including dealing with the emotional moment, which can impede the healing process and destroy the nurse-patient relationship. Hence, it is necessary to have the nursing staff commitment to address the recent issue.<sup>1</sup>



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Employees' commitment is a key factor to determine the success of the organization in achieving the main goal. Commitment towards the organization describes the force of the individual identification and the level of obedience among the employees.<sup>2</sup> The commitment of the employee shows in their dedication, loyalty, willingness to finish their task responsibly and never attempt to leave the organization.

The number of labor turnover in Suaka Insan Hospital especially among nursing staff was increased. In 2013 to 2017 total labor turnover reach 52 employees, 2014 is the peak of the turnover season with 30.8 total percentage of the turnover. The percentage should not suppose to reach that number, due to the high standard of turnover is 2 to 5%. The number of nurses in 2016 at Suaka Insan Hospital is 178 nurses; 15 of the nurses leave the workplace; and 11 of the nurses taking another opportunity at different hospitals. The data reveal

imbalance output and input human resources, especially nursing staff then directly influence the performance of nurses who still stay. Apart from that phenomena, the number of tardiness and leave of absence at the same hospital increase and reach 27% in 2014, 33.88% in 2015, and 39.12% in 2016. Based on the data mention before, the researcher concludes that the nurses are experiencing low-level commitment syndrome then directly affect the nurses' performance in taking care of the patients.

## MATERIALS AND METHOD

This study utilizes quantitative approach with sequential explanatory as a design. The population of the study is 186 nurses at Suaka Insan Hospital, Banjarmasin by administering Lameshow formula, so there are 64 nurses as the respondents. The inclusion criteria in this study are the nurses who have work experience more than 3 years and actively being assigned to career development program sponsored by Suaka Insan Hospital, Banjarmasin. Independent variables in this study are the compensation, career development, and organizational culture. The dependent variable is the nurse's commitment.

## FINDINGS

**Table 1. The Characteristic of Respondent**

Characteristics	F	%
<b>Age</b>		
< 20	6	9.38
20- 30	31	48.4
31 - 40	15	23.4
41 - 50	8	12.5
>50	4	6.25

**Table 3. The Statistic Result (T-Test)**

Coefficients alpha						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.323	1.714		3.105	.003

**Cont... Table 1.**

Year of work experience		
>40	8	12.5
21- 40	16	25
4-20	21	32.8
< 4	19	29.7
Educational Background		
Diploma	52	81.3
Bachelor	3	4.69
Professional Bachelor	9	14.1

**Table 2. Compensation, Career Development, Organizational Culture, and Nurses' Commitment at Suaka Insan Hospital**

Interval of	F	%	Category
<b>Compensation</b>			
42-55	58	90,6	High
28-41	6	8,4	Moderate
14-27	0	0	Low
<b>Career Development</b>			
48-63	49	76.6	High
32-47	15	23.4	Moderate
16-31	0	0	Low
<b>Organizational Culture</b>			
67-88	52	81.3	High
45-66	12	18.7	Moderate
23-44	0	0	Low
<b>Nurses' Commitment</b>			
42-55	59	92.8	High
28-41	5	7.2	Moderate
14-27	0	0	Low

**Cont... Table 3. The Statistic Result (T-Test)**

	Compensation (X1)	.178	.032	.183	2.451	.017
	Career Development (X2)	.804	.048	.808	6.888	.000
	Organizational Culture (X3)	.505	.059	.263	3.640	.001
Dependent Variable: Work Commitment						

The compensation has an impact to work commitment; t-value is higher than t-table (2.451 > 2.007) and the significant level is less than 0.05. Career development has a direct effect on work commitment; with t value is higher than t-table (6.888 > 2.007) and the significant level is less than 0.05. Organizational culture influence the work commitment; with t-value is higher than t-table (3.640 > 2.007) and the significant level is less than 0.05.

**Table 4. Multiple Regression Test**

No	Variable	Reg-Coeff	R <sup>2</sup>	F-Test	Sig-Value
	Constanta	5.323	0.945	43.88	
1.	Compensation (X1)	0.178			0.017
2.	Career Development (X2)	0.804			0.000
3.	Organizational Culture (X3)	0.505			0.001
	Std. Error	1.714			
	F Table =				
	Standard Error Sig = 0.05				
	Adjusted R Square	0.942			

The table is utilized to review the impact simultaneously by comparing f-value with f-table. The table shows f-value is higher than f-table (43.886 > 2.76) with 0.05 as p-value. Hence, the interpretation of table reveals there is a direct impact of compensation, career development, and organizational culture towards nurses commitment at Suaka Insan Hospital Banjarmasin. The impact rate of independent variable could be reviewed simultaneously by comparing R-square. Based on the table the value of R-square is 0.945. It shows 94.5% of nurses commitment is influenced by compensation, career development, and organizational culture, meanwhile, 5.5% is influenced by other factors. The level of effectiveness of compensation, career development, and organizational culture towards nurses commitment could be formulated by multiple regression formulae as follow:

$$Y = 5.323 + 0.178X_1 + 0.804X_2 +$$

$$0.505X_3 + 1.714e$$

**DISCUSSION**

**Compensation to the nurse’s commitment**

There is a significant effect of compensation against nurses commitment at Suaka Insan Hospital with t-value more than t-table (2.451 > 2.007). Apart from that finding, based on linear regression test that the coefficient value for compensation variable towards nurse’s commitment is positive (0.178). The analysis shows the more compensation; the more nurse’s commitment and vice versa. The result of this study aligns with the previous study conducted by Prabowo in 2016 at Bhayangkara Hasta Brata Batu Malang Hospital, the study reveals that the compensation is having a significant impact both directly and indirectly towards job satisfaction among nurses and midwives at said hospital. In 1998 Dessler explains that the job compensation could be given in

many ways, such as incentive, reward, salary, and indirect bonus (insurance and travel sponsored by the company). The nonfinancial reward can be given as an alternative to appreciate the employee such as a challenging job, flexible working time, and the prestigious office. There are many purposes of giving compensation apart from fulfilling the rights of the employee. The compensation could fire the motivation of the employee to improve their performance and it will directly increase the level of job commitment to work properly as well as maintaining the productivity.

#### **Career development to nurse's commitment**

There is a significant effect between career development and nurses commitment at Suaka Insan Hospital Banjarmasin with t-value (6.888) more than t-table (2.007). On the other hand, the multiple regression linear analysis reveals coefficient regression value for the independent variable, career development towards nurses commitment is in a positive category (0.804). This finding shows that career development has a positive impact on nurses commitment at Suaka Insan Hospital Banjarmasin. The more career development, the more nurses commitment at Suaka Insan Hospital and vice versa.

The finding of the study aligns with the study was conducted by Oktariandini in 2015 that there is a positive correlation between career development and nurses commitment at Public Health Hospital Dr. Hasan Sadikin Bandung.<sup>8</sup>

#### **Organizational culture to nurse's commitment**

There is a significant impact on organizational culture against nurses commitment at Suaka Insan Hospital Banjarmasin with t-value (3,640) more than t-table (2.007). The multiple regression linear is formed by double linear test shows, that coefficient regression value for organizational culture towards nurses commitment has a positive value (0.505). The more organizational culture, the more job commitment of nurses at Suaka Insan Hospital Banjarmasin and vice versa.

The finding follows the result of the study conducted by Tumbelaka (2016). The study revealed that the organizational culture has a direct impact on nurses commitment at Suaka Insan Hospital. Another study was

done by Chrysanti in 2009 reported the same topic about organizational culture as the independent variable which has the positive impact to nurses commitment at Panti Wilasa Hospital Citarum, a different study by Saryadi in 2018 at dr. Soeradji Tirtonegoro Public Hospital shows the same finding as well as the previous studies.<sup>9,10,11</sup>

#### **Compensation, career development, organizational culture to nurse's commitment**

Double regression test analyses the f-value is 43.886 more than f-table. It could be interpreted as compensation, career development, and organizational culture has a direct impact towards the nurse's commitment at Suaka Insan Hospital. The effectiveness of the independent variables simultaneously analyzed by R Square with 0.945 as the value. It shows, 94.5% job commitment of nurses at Suaka Insan Hospital mostly influenced by compensation, career development, and organizational culture; 5.5% is influenced by other factors.

According to Dessler in Luthans (2010), to increase employee commitment, the hospital management has to commit to the value of human by making written terms and employing a good manager to maintain the communication. The manager should be eligible to communicate clearly the mission and organizational ideology by emphasizing the orientation phase based on value and training to create a tradition in a cultural form.<sup>12</sup>

### **CONCLUSION**

There is a direct impact of compensation, career development, and organizational culture towards nurse's commitment at Suaka Insan Banjarmasin.

**Ethical Clearance:** Before conducting the data retrieval, the researchers conducted a decent test of ethics conducted at the Faculty of Medicine, Lambung Mangkurat University to determine that this study has met the feasibility. Information on an ethical test that the study is eligible to continue. The feasibility of the research was conducted in an effort to protect the human rights and security of research subjects.

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**Conflict of Interest:** The authors declare that they have no conflict interests.

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