Job Satisfaction Employees Hospital

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ABSTRACT

The design of this research applies descriptive research and correlation research with ethical leadership, organizational commitment and job satisfaction as dependent variables. The primary data is taken from respondents which are employees of the Private hospital at Jakarta Barat. As conclusion, the are has influence positive and significance of ethical leadership toward organizational commitment, the are has influence positive and significance of ethical leadership toward job satisfaction, the are has influence positive and significance of organizational commitment toward job satisfaction, the are has influence positive and significance of ethical leadership toward job satisfaction with organizational commitment as mediating variable.

Keyword: Ethical leadership; Organizational commitment; job satisfaction.
INTRODUCTION

Human Resource Management (HR) is a crucial internal factor in a company. HR has a very important role to increase company productivity (Ramli, 2013; Imran & Ramli, 2019; Mariam, 2016; Ramli, 2016a). Advances in existing technology will not develop without the support of competent human resources and have good skills (Ramli & Sjahruddin, 2015; Ramli, 2016b; Mariam & Ramli, 2017; Mariam & Ramli, 2019; Takaya, Ramli & Lukito, 2019; Ramli, 2017a). According to research conducted by Rizwan et al, (2017), there are several important components that can be managed by companies in order to achieve the existing vision and mission, such as the application of ethical leadership, the application of good culture, strong organizational commitment and good job satisfaction felt by employees who work in the company.

For the achievement of the goals owned by the company, the leader has an equally important role because a leader will be a role model and driving force in directing and guiding employees to achieve the goals of the company (Ramli, 2010; Puteri & Ramli, 2017; Ramli, 2012a; Ramli, 2012b). A good leader who can apply ethical leadership is a leader who is able to be fair, communicate in two directions, and be able to make decisions by considering the opinions of his subordinates (Ramli, 2019; Ramli & Yudhistira, 2018). The better the application of ethical leadership, the better the level of organizational commitment and job satisfaction felt by employees (Celik, et al, 2015; Ramli, 2017b; Ramli & Maniagasi, 2018; Ramli, 2018). This is supported by research conducted by Rizwan, et al (2017), which says that there are several main variables that can increase job satisfaction felt by employees within the company, namely ethical leadership, organizational commitment.

The author wants to see the interrelationship of ethical leadership variables, organizational commitment to employees working in Private Hospitals in West Jakarta. The results of this study will be compared with one another, the extent to which the application of ethical leadership affects the commitment and job satisfaction felt by employees and the extent to which it affects the commitment and job satisfaction of employees who work in private hospitals located in West Jakarta.

Formulation of The Problem

Based on the description above, the research problem can be formulated as follows:
(1). Is there a positive and significant influence on ethical leadership on organizational commitment? (2). Is there a positive and significant influence on ethical leadership (ethical leadership) on job satisfaction?; (3). Is there a positive and significant influence on job commitment on job satisfaction ?; (4). Is there a positive and significant influence on ethical leadership on job satisfaction mediated by organizational commitment?

**LITERATURE REVIEW**

**Job Satisfaction**
According to Rivai, et all, (2015), job satisfaction explains the feelings of pleasure and displeasure felt by employees, these feelings are the result of evaluating all aspects of their work. Job satisfaction is how employees' attitudes and feelings about the work they do are shown by their attitude towards their work (Robbins & Judge, 2006). According to Howell and Dipboye (in Munandar, 2008) job satisfaction is the emotional state employees feel about their work and considers what they get and what they expect from the job.

**Organizational Commitment**
According to Robbins, (2001), organizational commitment is the level of loyalty an employee has to side with the organization and intends to remain a part of it. Organizational commitment can be interpreted as a manifestation of the willingness of members to remain attached to the organization, this can be demonstrated by the efforts made by employees to achieve the vision and mission owned by the organization (Wayan, 2015). According to Triatna, (2015), organizational commitment is where members remain part of the organization, are willing to do the best for the organization, and maintain the good name of the organization in which it belongs.

**Ethical Leadership**
According to Brown et al., In Celik et al., (2015) explains that ethical leadership is a form of demonstration of appropriate normative behavior through personal actions and interpersonal relationships, and exemplifies such behavior to members in organizations through two-way communication, reinforcement, and decision-making. Zhu, May & Avolio, (2004), ethical leadership is an individual who is impartial, clear, and can
display ethical behavior, such as paying attention and protecting the rights of employees in a fair manner. Ethical or ethical behavior is good and valuable behavior (Northouse, 2016: 407). According to Resick et al., (2006) in Celik et al., (2015) there are 6 general characteristics of ethical leaders, namely character and honesty, ethical awareness, focus on the community, motivating, encouraging and empowering and having ethical responsibilities.

Hypothesis
Many previous studies have discussed the impact of ethical leadership on the commitment felt by members in an organization. Research conducted by Chinwe, (2017), says that ethical leadership has a positive and significant influence on work commitments held by employees who work in Nigeria. Ethical leadership has a positive and significant influence on the work commitments of employees working in the Republic of Congo (Mitonga-Monga & Cilliers, 2017). Ethical leadership has a positive and significant influence on the work commitment of employees who work at Isfahan University (Tabatabae & Soleimanian, 2015). Based on the results of previous studies, then the hypothesis can be determined as follows:

H1: There is a positive and significant influence of ethical leadership on organizational commitment.

Research conducted by Ghahroodi, (2013) says that there is a positive and significant influence between ethical leadership on job satisfaction felt by employees in a company. Based on previous research, the following hypotheses can be determined:

H2: There is a positive and significant influence of ethical leadership on job satisfaction.

Many previous studies that have discussed the impact of organizational commitment have job satisfaction felt by employees. Research conducted by Khan, (2017), said that there is a positive and significant influence between organizational commitment to job satisfaction felt by employees working at SMEs in Karachi, organizational commitment has a positive and significant effect on employee job satisfaction felt by employees working in Malaysia (Omar & Ahmad, 2014). Based on previous research, the following hypotheses can be determined:
H₃: There is a positive and significant influence on organizational commitment job satisfaction.

Research conducted by Celik, (2015) says that there is a positive and significant influence between ethical leadership on job satisfaction felt by employees mediated by organizational commitment of workers who work in the hospitality sector. Based on previous research, the following hypotheses can be determined:

H₄: There is a positive and significant influence of ethical leadership on job satisfaction mediated by organizational commitment.

RESEARCH METHODS

This research refers to previous research conducted by Rizwan et al., (2017) with the title "The Impact of Perceived Ethical Leadership and on Job Satisfaction with the Mediating Role of Organizational Commitment in the Private Education Sector of Islam, Pakistan". This study has the aim to be able to uncover and test the hypotheses of this study and see the effect of the independent variable, Ethical Leadership, on the dependent variable, Job Satisfaction through moderating variables, namely Organizational Commitment. According to Sugiyono (2015: 56), "Causal relationships are relationships that originate from cause and effect, where the independent variable will influence the dependent variable". The research sample is all employees working at Private Hospitals in West Jakarta totaling 134 employees whose total population is not known with certainty. Based on the calculation of the rule of thumb sample in Structural Equation Modeling (SEM) (Hair, 2006), sample measurements are determined based on a minimum ratio of 5 respondents for each 1 indicator. This study has 17 question indicators, with a minimum sample size:

\[ N = \text{Number of Indicators} \times 5 \]
\[ = 17 \times 5 \]
\[ = 85 \text{ respondents} \]
Data Analysis Method

Validity Test

Validity test is carried out aiming to determine the relevance and validity of each questionnaire item raised. The validity test tool performed with SPSS software can be seen based on the values contained in the corrected item total correlation column where the benchmark for assessing valid items is ≥ 0.20 (Nisfiannoor, 2013). If all variables have been tested for validity and all indicators on the questionnaire are declared valid, then the data processor can proceed to the next stage.

Table 1: Results of the Ethical Leadership Test Validity

| No | Question Variables and Indicators | Corrected Item Total Correlation | Information |
|----|----------------------------------|----------------------------------|-------------|
| 1  | My boss shows ethical behavior in his daily life. | 0.454 | Valid |
| 2  | My boss defines success not only in terms of results, but also in how to achieve success. | 0.526 | Valid |
| 3  | My boss acts decisively against employees who commit ethical violations. | 0.577 | Valid |
| 4  | My boss made a fair and balanced decision. | 0.511 | Valid |
| 5  | When making a decision, my boss asked, "What is the right thing to do?" | 0.558 | Valid |
| 6  | My boss can be trusted | 0.548 | Valid |
| 7  | My boss always discusses business ethics or values with his employees. | 0.513 | Valid |
| 8  | My boss always prioritizes the interests of his employees. | 0.475 | Valid |

Based on table 1, it can be seen that all indicators on the Ethical Leadership dimension show the value of Corrected Item Total Correlation ≥ 0.40 which means that all items in question can be declared valid and can be used in further research.

Table 2: Organizational Commitment Validity Test Results

| No | Question Variables and Indicators | Corrected Item Total Correlation | Keterangan |
|----|----------------------------------|----------------------------------|------------|
| 1  | I would feel very happy to spend the rest of my career in this organization. | 0.498 | Valid |

Organizational Commitment
| No | Question Variables and Indicators                                                                 | Corrected Item Total Correlation | Keterangan |
|----|-----------------------------------------------------------------------------------------------|----------------------------------|------------|
| 2  | I really feel that organizational problems are also my own.                                   | 0.512                            | Valid      |
| 3  | It is very difficult for me to leave the organization at this time, even if I want to.       | 0.592                            | Valid      |
| 4  | One of the biggest reasons why I decided to continue working at this organization is that leaving the organization would require great self-sacrifice (other organizations may not have in common with all the benefits that I can here). | 0.553                            | Valid      |
| 5  | Although it benefits me, I feel it's not the right thing to do leaving the organization at this time. | 0.593                            | Valid      |
| 6  | My organization has the right to get my loyalty.                                              | 0.427                            | Valid      |

Source: SPSS Processing Results

Based on table 2, it can be seen that all indicators on the dimensions of the Organizational Commitment show the value of Corrected Item Total Correlation ≥ 0.40 which means all items in question can be declared valid and can be used in further research.

**Table 3: Job Satisfaction Test Validity Results**

| No | Question Variables and Indicators               | Corrected Item Total Correlation | Information |
|----|-------------------------------------------------|----------------------------------|-------------|
| 1  | I feel quite satisfied with my current job.     | 0.596                            | Valid       |
| 2  | Every day I feel enthusiastic about my work.    | 0.452                            | Valid       |
| 3  | I find comfort in my workplace.                 | 0.581                            | Valid       |

Source: SPSS Processing Results

Based on table 3, it can be seen that all indicators on the Job Satisfaction dimension show the value of Corrected Item Total Correlation ≥ 0.40 which means all items in question can be declared valid and can be used in further research.
RESULTS AND DISCUSSION

Data Analyst Method

**Structural Equation Model (SEM)**

This study uses the LISREL 8.8 data management system, this system is a software part of the structural equation model (SEM). With this SEM method, it can be seen more accurately and in detail about the suitability of a data processing model and the relationship between variables that occur. SEM analysis technique allows testing a series of relationships simultaneously, where the relationship is built between one with several independent variables with one or several dependent variables that are measured and linked into an integrated model (Malhotra, 2010).

**Hypothesis 1**

This hypothesis examines whether there is a positive and significant influence between ethical leadership on organizational commitment.

**H1:** There is a positive and significant effect of ethical leadership on organizational commitment.

Based on the results of data analysis, it is known that the value of t statistic = 2.23. Because the results show a significant value, namely t statistic > 1.96, then H1 is accepted, which means there is a positive and significant influence of ethical leadership on organizational commitment. Thus the better the application of ethical leadership applied by the leader, the higher organizational commitment of employees working in private hospitals in West Jakarta.

**Hypothesis 2**

This hypothesis examines whether there is a positive and significant influence between ethical leadership on job satisfaction.

**H2:** There is a positive and significant influence of ethical leadership on job satisfaction.

Based on the results of data analysis it is known that the value of t statistic = 2.05. Because the results show a significant value, namely t statistic > 1.96, H3 is accepted, which means there is a positive and significant influence of ethical leadership on job satisfaction. Thus the better the implementation of ethical leadership, the higher the level of job satisfaction felt by employees in private hospitals located in West Jakarta.
Hypothesis 3
This hypothesis tests whether there is a positive and significant effect between organizational commitment on job satisfaction.

H3: There is a positive and significant effect of organizational commitment on job satisfaction.

Based on the results of data analysis it is known that the value of t statistic = 5.38. Because the results show a significant value, namely t statistics > 1.96, H5 is accepted which means there is a positive and significant influence on organizational commitment to job satisfaction. Thus the better organizational commitment employees have, the higher the level job satisfaction felt by employees at private hospitals located in West Jakarta.

Hypothesis 4
This hypothesis examines whether there is a positive and significant influence between ethical leadership on job satisfaction through organizational commitment.

H4: There is a positive and significant influence of ethical leadership on job satisfaction mediated by organizational commitment.

Based on the results of data analysis, it is known that the value of t statistic = 2.06. Because the results show a significant value, namely t statistic > 1.96, H6 is accepted, which means there is a positive and significant influence of ethical leadership on job satisfaction mediated by organizational commitment. Thus the better implementation of ethical leadership that can be applied, it will have an impact on increasing job satisfaction felt by employees in private hospitals in West Jakarta, in this case increasing job satisfaction can be helped by organizational commitment owned by employees as a mediating variable between ethical leadership with job satisfaction.

CONCLUSION
Based on the results of the analysis and discussion carried out, the following conclusions are obtained: 1) Ethical leadership has a positive and significant effect on organizational commitment of employees of Private Hospitals in West Jakarta. 2) Ethical leadership has a positive and significant effect on job satisfaction of employees
of Private Hospitals in West Jakarta. 3) Organizational commitment has a positive and significant effect on job satisfaction of employees of Private Hospitals in West Jakarta. 4) Ethical leadership has a positive and significant effect on job satisfaction through organizational employees in Private Hospitals in West Jakarta.

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