



## ANALYSIS OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT TO POSITIVE WORK BEHAVIOR OF EMPLOYEES

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### ABSTRACT

The main problems faced by hospitals in Indonesia from an internal perspective are the lack of human resource commitment, inconsistent organizational systems and leadership, differing perceptions regarding service quality, limited funds, and a lack of work culture. The purpose of this study is to identify the relationship between job satisfaction dimensions and organizational commitment dimensions and positive work behavior of employees at Kudungga Sangatta Regional General Hospital. The type of research used an observational cross-sectional quantitative research method, conducted over 3 months. The total sample size was 158 employees. The population in this study consisted of all employees in the support services department across 12 (twelve) installations or units at Kudungga Sangatta Hospital. Data collection techniques and research instruments are interviews and questionnaires. Data analysis is done using statistical tests, namely: Chi-Square test with a significance level of  $\alpha=0.05$ , and multiple logistic regression test. The conclusion from the 7 dimensions of independent variables that are related to positive work behavior of employees is job characteristics ( $p=0.000$ ), rewards ( $p=0.000$ ), work environment ( $p=0.000$ ), and relationships with management ( $p=0.010$ ), while those that are not related to positive work behavior of employees are affective commitment ( $p=0.518$ ), continuance commitment ( $p=1.000$ ), normative commitment ( $p=0.861$ ), and the most dominant influence on positive work behavior of employees at Kudungga Sangatta Regional General Hospital is the rewards dimension with an Odd Ratio value of 7.338. It is recommended that efforts to improve the quality of hospital services by increasing employee job satisfaction include proportional recognition and attention, managing job characteristics to align with employee competencies and capacities, and creating a good work environment that can motivate employees and increase the intensity of management communication by involving employees in formal activities or joint events outside of office hours.

Keywords: commitment; job satisfaction; organizational behavior

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## INTRODUCTION

A hospital is a facility that provides comprehensive personal healthcare services thru promotive, preventive, curative, rehabilitative, and palliative care, offering inpatient, outpatient, and emergency services. This is explained in Lau No. 17 of 2023. The main problems faced by hospitals in Indonesia can be seen from an internal perspective, including a lack of commitment to human resources, inconsistent organizational systems and leadership, differing perceptions regarding service quality, limited funds, and a lack of work culture (Widajat, 2022). These internal issues can lead to other problems regarding "negative stigma" in the eyes of the public. Organizational effectiveness is influenced by the behavior of its members. This can be grouped into 2 types of behavior: in-role behavior, which is behavior related to official tasks, and extra-role behavior, which is behavior outside of official duties. Kudungga Sangatta Regional General Hospital is one of the East Kutai Regency Regional Government Hospitals that has implemented the Regional Public Service Agency Financial Management Pattern (PPK-BLUD) since 2015 and received the Paripurna Accreditation rating in 2023. Based on initial observations, there are still issues, namely that employees do not yet have adequate good citizenship behavior. A general overview of positive behavior at work is that a small portion of employees are willing to take on tasks belonging to absent

colleagues, are willing to complete work faster, and simply arrive at the office earlier. However, 40% of the 558 employees still do not adhere to disciplinary rules, such as not signing the attendance sheet and not arriving on time according to the applicable regulations. In the 2022 Government Agency Performance Report Results, issues were found such as continued delays in collecting hospital activity report data, which occurred due to ineffective quantity and quality of personnel. Meanwhile, the internal survey team for support services in 2022 showed several complaints regarding the long waiting time for X-ray results in Radiology, the long waiting time for medication at the Pharmacy, the lack of variety in food at the Nutrition Installation, the long waiting time for patient registration services in medical records, employees lacking initiative, or security and the Hospital Facilities and Infrastructure Maintenance Installation (IPSPRS) staff frequently being late in turning on or off the lights at Kudungga Regional Hospital.

Another complaint arose from employee dissatisfaction due to the workload not being commensurate with the minimum wage, which is only 30%-50% for employees in support departments. Then, low organizational commitment and job dissatisfaction are issues of quantity and quality of personnel, namely a fairly high turnover rate of 40% to 60% among employees of the Hospital Information Management System (SIMRS) installation, which causes hospital services to be slow because replacement employees need an adaptation process and require high costs to obtain ready-to-use personnel. Based on that explanation, employees become individualistic, there is a lack of teamwork, relationships with colleagues become strained, there is a lack of discipline, and employee emotions are difficult to control due to the heavy workload pressure. Therefore, this study aims to identify the relationship between job satisfaction and organizational commitment and positive work behavior among employees at Kudungga Regional General Hospital, East Kutai Regency.

## **METHOD**

This type is observational research with a cross-sectional study design, which examines the relationship between job satisfaction and organizational commitment to positive work behavior, or Organizational Citizenship Behavior (OCB) at Kudungga Hospital in Sangatta, East Kutai Regency in 2023. The research was conducted over a period of 3 months (November 2023-January 2024). The population is an object or subject with specific qualities and characteristics that is determined by the researcher to be studied and from which conclusions are then drawn (Listianto, 2020). In this study, all support staff from 12 units at Kudungga Sangatta Regional General Hospital, East Kutai Regency, consisting of 158 employees were used. The sampling technique in this study was carried out using the Total Sampling method, where the sample size is equal to the population (Listianto, 2020). Primary data in this study were collected by distributing a questionnaire to determine the relationship between job satisfaction and organizational commitment with positive work behavior at Kudungga Regional General Hospital, East Kutai Regency. Secondary data obtained through documentation studies such as books, research journals, and internet sites served as supporting references for this research. After the data is collected, the next step is data processing using SPSS for Windows. Before data analysis, editing, coding, data entry/processing, cleaning, and tabulation are first performed. The research instrument for this study is a questionnaire designed to meet the needs of the variables being investigated. The questionnaire contains questions related to respondent identity, job satisfaction, organizational commitment, and organizational citizenship behavior. Data analysis was performed using statistical tests such as univariate analysis, which aims to describe the frequency distribution of each research variable (independent or dependent), and bivariate analysis, which is used to find the relationship between each dependent and independent variable. Data analysis using the Chi-Square test was tested at a significance level of  $\alpha=0.05$ . And multivariate analysis, which aims to determine the extent of the relationship or influence of independent variables on dependent variables, used the multiple logistic regression test analysis method to identify the independent variable that has the most significant relationship with the dependent variable. The use of logistic regression analysis in this study is due to the measurement scale using ordinal data and the

dichotomous categorical dependent variable.

## RESULT

### Respondent Characteristics

The sample used in this study is the same as the population, which is 158 employees consisting of 59 civil servants and 99 contract employees (PPPK/TK2D/BLUD) in the support sector across 12 units at RSUD Kudungga. Respondent characteristics by gender are as follows:

Table 1.

Gender Characteristics

Gender	Frequency	%
Male	59	37.3
Woman	99	62.7
Total	158	100.0

Source : Research Data

The number of respondents by gender, the majority are women with 99 people (62,7%) and men with 37,3%. The characteristics of the respondents by age are as follows :

Table 2

Age Characteristics

Age	Frequency	%
15-24 years	31	19,6
25-34 years	65	41,1
35-44 years	50	31,6
45-54 years	11	7,0
55-64 years	1	0,6
Total	158	100

Source : Research Data

Based on the age characteristic table presented, it can be seen that the largest number of respondents is in the 25-34 age range, with 65 people (41.2%), and only 1 respondent is aged 55-64. Furthermore, there are respondent characteristics based on education, namely:

Table 3

Education Characteristics

Pendidikan	Frekuensi	%
S2	6	3,8
S1	44	27.8
D4	7	4,4
D3	57	36,1
SMA/SMK	35	22.2
SMP	4	2.5
SD	5	3.2
<b>Total</b>	<b>158</b>	<b>100.0</b>

Source : Research  
The largest  
of respondents

Data  
number  
based

on educational background is D3 with 57 people (36.1%), and the smallest number of respondents with a junior high school education background is 4 people (2.5%). The characteristics of respondents based on work experience are presented as follows:

Table 4.

Characteristics of Work Experience

Work Experience	Frequency	%
1-5 years	79	50,1

6-10 years	35	22,2
11-15 years	31	19,7
16-20 years	9	5,6
>20 years	4	2,4
<b>Total</b>	<b>158</b>	<b>100</b>

Source : Research Data

The largest group of respondents were those with 1-5 years of work experience, and the smallest group was those with > 20 years of experience, totaling 4 people (2.4%). Next, the characteristics of the respondents based on their department of work are:

Table 5.  
Characteristics of the Work Department

<b>Work Department</b>	<b>Frequency</b>	<b>%</b>
Central Sterile Supply Departement (CSSD) Unit	5	3,2
Pharmacy Installation	28	17,7
Nutrition Installation	7	4,4
Hospital Infrastructure and Facilities Maintenance Installation	15	9,5
Morgue Technician Installation	5	3,2
Support Services Management and Staff	3	1,9
Laboratory Installation	18	11,4
Radiology Installation	16	10,1
Medical Rehabilitation Installation	11	7,0
Medical Records Installation	18	11,4
Sanitation & Sanitation Worker Installation	19	12,0
Security Officer	8	5,1
Hospital Management Information System IT Unit	5	3,2
<b>Total</b>	<b>158</b>	<b>100</b>

Source : Research Data

And finally, the characteristics of the respondents based on employment status are as follows:

Table 6  
Characteristics of Employment Status

<b>Employment Status</b>	<b>Frequency</b>	<b>%</b>
Honorer for Regional Public Service Agency (BLUD)	36	22.8
Government Employes with Work Agreements (PPPK)	13	8.2
Civil Servants (PNS)	58	36.7
Regional Contract Workers (TK2D)	51	32.3
<b>Total</b>	<b>158</b>	<b>100</b>

Source : Reasearch  
The largest of respondents with common

Data number the most

employment status were civil servants (58 people), and the fewest respondents were contract employes (13 people).

*Univariate Analysis*

Based on the univariate results, the distribution of respondents by job characteristics was taken from 158 respondents, with 102 people (64.6%) expressing satisfaction and 56 people (35.4%) expressing dissatisfaction. Regarding job satisfaction measured by the recognition dimension, out of 158 respondents, 47 people (29.7%) were satisfied and 111 people (70.3%) were dissatisfied. For the distribution of the work environment, 61 people (38.6%) were satisfied and 97 people (61.4%) were dissatisfied. Job satisfaction measured by the relationship with management dimension showed that 50 people (31.6%) were satisfied and 108 people (68.4%) were still

dissatisfied. Measuring organizational commitment using the affective commitment dimension, it was found that 64 people (41.1%) considered their commitment to be high and 93 people (58.9%) considered their commitment to be low. In the organizational commitment measurement using the continuance commitment dimension, there were 62 people (39.2%) who considered their commitment to be high and 96 people (60.8%) who considered their commitment to be low. And in the normative commitment dimension, as many as 112 people (70.9%) considered their commitment to be low and 46 people (29.1%) considered their commitment to be high. Then, the final univariate results for measuring positive behavior at work showed that 50 people (50%) considered positive behavior at work, while 50 people (50%) did not.

*Bivariate Analysis*

Bivariate analysis was conducted using the Chi-Square test with a significance level of  $\alpha = 0.05$  to assess the relationship between several indicators (job characteristics, rewards, work environment, relationship with management, and affective, continuance, and normative commitment) and positive work behavior. A summary of the Chi-Square test results for all these indicators is presented in Table 7 below :

Table 7  
Chi Square Test Results

Indicator		Positive Work Behavior				Total	%	P-Value
		No	%	Yes	%			
Job Characteristics	Less Satisfied	13	23.2	43	76.8	56	100	0,000
	Satisfied	66	64.7	36	35.3	102	100	
Rewards	Less Satisfied	72	64.9	39	35.1	111	100	0,000
	Satisfied	7	14.9	40	85.1	47	100	
Work Environment	Less Satisfied	62	63.9	35	36.1	97	100	0,000
	Satisfied	17	27.9	44	72.1	61	100	
Employee-Management Relationship	Less Satisfied	62	57.4	46	42.6	108	100	0,010
	Satisfied	17	34	33	66	50	100	
Affective Commitment	Low	49	52.7	44	47.3	93	100	0,518
	High	30	46.2	35	53.8	65	100	
Sustainable Commitment	Low	48	50	48	50	96	100	1,000
	High	31	50	31	50	62	100	
Normative Commitment	Low	57	50.9	55	49.1	112	100	0,861
	High	22	47.8	24	52.2	46	100	

a processed by the author, 2024

Based on Table 7, it can be seen that the indicators of job characteristics, rewards, work environment, and relationships with management have p-values  $< 0.05$ , indicating a significant relationship with positive work behavior. This means that employee satisfaction with these aspects contributes to increased positive behavior in the work environment. Conversely, affective commitment, continuance commitment, and normative commitment have p-values  $> 0.05$ . These results indicate that although commitment is theoretically an important factor, in the context of Kudungga Regional General Hospital, these commitment variables do not show a significant relationship with employees' positive behavior. This finding indicates that workplace environmental factors and recognition are more determinant of positive behavior than individual commitment types.

*Multivariate Analysis*

The results of the multivariate analysis using multiple logistic regression tests to determine the dominant variables of job satisfaction and organizational commitment related to positive work behavior of employees at Kudungga Regional General Hospital are as follows:

Table 8  
Results of Multivariate Analysis Test

	Sig.	Exp(B)	Lower	Upper
Job characteristics	.002	.181	.062	.529
Rewards	.003	6.203	1.871	20.559
Work Environment	.518	1.406	.500	3.956
Employee-Management Relationship	.287	.528	.163	1.711
Affective Commitment	.742	1.139	.524	2.478
Sustainable Commitment	.767	.844	.274	2.595
Normative Commitment	.886	1.095	.317	3.784
Job Characteristics	.001	0.257	0.115	.576
Rewards	.000	7.338	2.898	18.582

Source: Data processed by the author, 2024

The second-stage multiple logistic regression test in the table above was conducted by eliminating several independent variables to see which variable was most related to positive work behavior at RSUD Kudungga. Therefore, significant values were obtained for job characteristics and rewards, with an Exp(B) value, also known as the Odds Ratio (OR), of :

- 1) Job characteristics with an Exp(B) value of 0.257 mean that (with a 0.2 times the respondents' opinion chance) there is a relationship between job characteristics and positive work behavior at Kudungga Regional General Hospital.
- 2) Appreciation with an Exp(B) value of 7.338 means that (with a 7 times the respondents' opinion chance) there is a relationship between appreciation and positive work behavior at Kudungga Regional General Hospital.
- 3) The most dominant independent variable influencing positive work behavior among Kudungga Regional General Hospital employees is job satisfaction in the appreciation dimension with an Odd Ratio (OR) value of 7.338.

## DISCUSSION

The hypothesis that job characteristic indicators have a significant relationship with job satisfaction toward positive work behavior is stated. This is in line with the research results, which show a p-value of  $0.000 < 0.05$ , indicating a relationship between job characteristics and positive work behavior among employees at Kudungga Regional General Hospital. Simanjuntak (2020) states that job characteristics are an approach to job enrichment. Meanwhile, the recognition indicator, which is a valid and reliable indicator of Job Satisfaction, was found to have a significant relationship. This is consistent with the research results, which showed a p-value of  $0.000 < 0.05$ , indicating a relationship between recognition and employees' positive work behavior. Giving rewards is more effective in motivating employees than punishment (J. Wu et al., 2022). This is in line with research conducted by Fahrulia et al. (2021), which states that there is a simultaneous or simultaneous influence of reward and punishment on employees' organizational citizenship behavior in Surabaya.

Regarding the work environment indicator as a valid and reliable indicator for the Job Satisfaction variable at Kudungga Regional General Hospital, it was found to have a significant relationship with the Job Satisfaction variable and positive work behavior of employees at Kudungga Regional General Hospital. This is consistent with the research results, which showed a p-value of  $0.000 < 0.05$ , indicating a relationship between the work environment and positive work behavior. This research aligns with (Krismawati & Manuaba, 2022) who, in their study, stated that:

the work environment has a positive and significant effect on Organizational Citizenship Behavior. In the hypothesis, the indicator of relationship with management as a valid and reliable indicator of job satisfaction at RSUP Kudungga was found to have a p-value of  $0.010 < 0.05$ , indicating a relationship between the relationship with management and positive work behavior. This research is also consistent with the findings of (Fauziah & Arif, 2023), which showed that the supervisor-subordinate relationship influences Organizational Citizenship Behavior (OCB) and performance. For the affective commitment indicator, the p-value is  $0.518 > 0.05$ , indicating no relationship between affective commitment and positive work behavior among employees at Kudungga Regional General Hospital. Affective commitment is a type of commitment where employees want to continue actively participating in the organization because they agree with the organization's goals and values. The results of this study are consistent with research by (Rahmawati & Marhalinda, 2022) on the psychological impact and affective commitment on OCB among staff at Selasih Medika Hospital. The results of this study found that affective commitment did not affect Organizational Citizenship Behavior (OCB).

The hypothesis for the sustainable commitment indicator states that there is no relationship with positive work behavior, as indicated by a p-value of  $1.000 > 0.05$ . According to (Takdir & Ali, 2020), continuous commitment arises when employees remain with an organization because they need the salary and other benefits, or because they cannot find another job. In his research titled "The Influence of Organizational Commitment and Job Satisfaction on Organizational Citizenship Behaviors (OCB) (Case Study of Yapis in Tanah Papua, Jayawijaya Regency Branch)," it was concluded that the variable of continuous commitment showed a negative result. Then, the normative commitment indicator for the organizational commitment variable also showed no relationship with positive work behavior, as indicated by a p-value of  $0.861 > 0.05$ . This research aligns with (Halimsetiono & Santosa, 2021), who found that among all dimensions of organizational commitment variables, none significantly influenced employee OCB at Surabaya University. This result shows that the p-value for normative commitment is  $0.200 > 0.05$ , which means that this dimension does not significantly influence OCB behavior.

## CONCLUSION

Based on the results and discussion of this study, there is a relationship between job characteristics and positive work behavior of employees with a p-value of 0.000. There is a relationship between rewards and positive work behavior of employees with a p-value of 0.000. There is a relationship between the work environment and positive work behavior of employees with a p-value of 0.000. There is a relationship between relations with management and positive work behavior of employees with a p-value of 0.010. There is no relationship between affective commitment and positive work behavior of employees with a p-value of 0.518. There is no relationship between continuance commitment and positive work behavior of employees with a p-value of 1.000. There is no relationship between normative commitment and positive work behavior of employees with a p-value of 0.861. The most influential factor on positive work behavior among employees at Kudungga Regional General Hospital is the award, with an Odd Ratio (OR) of 7.338, meaning it is 7 times more likely than the respondents' opinions.

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