



Islamic hospital nurse loyalty model: motivation, commitment and satisfaction

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ABSTRACT

This paper aims to examine the effect of motivation, commitment, and satisfaction on nurse loyalty at Islamic Hospital. The sampling technique uses a purposive method, where the requirement to be a sample is a nurse who has worked for one year. Based on this technique, a sample of 69 nurses was obtained with a response rate of 92%. Data were analyzed using structural equation modeling with partial least square approach, by two separates but sequentially related stages (outer and inner model). The results showed that extrinsic motivation can affect employee commitment and job satisfaction. Intrinsic Motivation can affect job satisfaction, but does not affect employee commitment. Extrinsic and intrinsic motivation cannot directly influence nurse loyalty, nor can it be mediated by nurse commitment or job satisfaction. Nurses will be loyal to the hospital if intrinsic and extrinsic motivation is mediated by employee commitment and job satisfaction respectively.

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Introduction

The hospital is a service company that provides social services in the field of clinical medicine whose management has its own uniqueness, because hospital operations do not only have an economics function, but also social functions apart from hospital management. It also depends a lot on the property structure of the hospital. The mission of the hospital cannot be separated from the mission of social service, but it is undeniable that there are still conflicts of interest between different parties in managing the hospital (Ihwana, Isharijadi, & Wijaya, 2017).

One of the factors that influence the progress of the institution is human resources. Valuable office assets are employees, so agencies must manage them properly in order to make an optimal contribution (Sara, Saputra, & Utama, 2021). Then agencies must pay attention to employee loyalty, because employees who work feel comfortable, responsible, and easy to develop their potential to the fullest, so that employees can automatically maximize their work. The importance of employee loyalty is to create space for growth, creativity and fair pay which provides opportunities for employees to develop skills and responsibilities in line with the goals set by the company (Imaniyah, Firdaus, & Agung, 2022), including nurses. Employee loyalty is employee loyalty to the company. Employees who are very loyal tend to remain in the company, even though many offers come to them.

Based on the results of Tourangeau and Cranley's study of 13,000 Canadian nurses, it showed that there were four determinants of nurses' intention to continue working, two of which were job satisfaction and nurses' commitment to the organization (Tourangeau & Cranley, 2006). The more aspects of the job that are in accordance with the wishes of the employee, the employee will feel more satisfied with his job (Kolibu & Rachmi, 2015). Job satisfaction, in general, is an assessment or reflection of workers' feelings towards work which will be seen in the positive attitude of workers towards their work environment. The impact of job satisfaction needs to be monitored by linking it to the output it produces, such as productivity, turnover, work performance, and absenteeism

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(Kusuma, 2017). Meanwhile, commitment is an emotional relationship that can be identified from the high level of commitment that an employee has towards his organization (Ardan & Jaelani, 2021).

In general, people have a willingness to work because they are driven by the desire to be able to meet their physical and non-physical needs. In order to combine the desires of employees and the interests of the company and create mutually satisfying cooperation, a method is needed and one of them is motivation (Fatimah, Wahyuni, & Widjasena, 2016). Motivation factor especially in achievement motivation is one of the things that drives and supports the improvement of the quality of the organization's human resources (Werdhiastutie, Suhariadi, & Partiw, 2020).

An employee, in this case a nurse, has strong motivation, both internally and externally, then compares it with the reality at work. If the things below don't go as expected, they will feel dissatisfied and try to leave, otherwise employees can feel satisfied and can survive in the hospital. From the formulation of the problem, how is the model of nurse loyalty to the hospital in terms of satisfaction, motivation, and commitment. This study is important because of the strategic position of nurses directly serving patients, to whom patients come in sick and under pressure. If it is not managed professionally, lacks strong motivation and commitment, then it cannot serve patients optimally. The impact can be in the form of a higher desire to move for nurses to other hospitals (Kim & Kim, 2021), on the other hand patients will also switch services (Astuti & Nagase, 2016). The purpose of this study was to design a model of nurse loyalty to the hospital in terms of motivation, commitment, and satisfaction.

This study uses a structural equation modeling analysis tool with the Partial Least Square approach. The model analyzed in two stages, namely the outer model and the inner model.

Literature Review

Conceptual Background and Hypothesis Development

The theory underlying this research is attribution theory, which was introduced by Fritz Heider in 1958. This theory argues that a person's behavior is determined by a combination of internal strengths, namely factors originating from within a person such as ability, knowledge, or effort, while strength External, namely factors that come from outside, for example luck, opportunity, and environment. More specifically, individuals will analyze why certain events occurred and the results of that analysis will affect them in the future (Ivancevich, Matteson, & Konopaske, 2008). Nurse loyalty is included in the internal attribution which is influenced by the motivation, commitment, and satisfaction of nurses. This behavior is under the nurse's personal control in carrying out care for patients and their environment. Nurses will be motivated to understand the environment in the hospital and the causes of certain events (internal and external motivation). He will assess what is felt and the reality that is happening and declare himself satisfied and committed to his work so that he will decide to stay (loyal) or he wishes to leave the hospital (turnover intention).

Employee Loyalty

Employee loyalty was introduced by Hirschman (1970), He defined a loyal employee as one who suffers without complaining as he/she is confident that things will improve in the future (Dutta & Dhir, 2021). Work loyalty is not just formed in the company, but there are aspects contained therein that embody work loyalty. Each aspect is part of the company's management relating to employees and the company. Based on Guillon and Cezanne, employee loyalty can be seen as an attitudinal inclination toward identification, attachment, commitment, or trust to the organization, which finds expression in different behaviors, "forms," or "indicators" (Guillon & Cezanne, 2014). Loyalty is a characteristic visualized in terms of person-workplace interaction (Dutta & Dhir, 2021),

According to Power, employee loyalty can be defined not only as staying with the company rather than looking for a job, but also including working overtime to complete tasks, not divulging confidential company information, advocating, obeying rules without strict supervision, prioritizing company goals over individual achievement, abstaining from disseminating information. improperly or refrain from making profit from company resources, purchasing company products and advocating for them in society, contributing to charitable causes sponsored by the organization, suggesting improvements, participating outside of expected role behavior, assisting co-workers in achieving their goals, follow orders and not take undue advantage of any policies (Powers, 2000).

Intrinsic Motivation

Based on the previous experts, intrinsic motivation is the extent to which people are intrinsically motivated to predict persistence and performance in the workplace, academics, health behaviors, and more (Fishbach & Woolley, 2022). Fishbach & Woolley further explains the concept of IM, explained in a structural approach and in a content approach. From a structural perspective, IM results when activities clash with ends of their own—ends and means mentally fuse together. Next, identify the perceptual antecedents of the mix between the activity and its goals and resulting manifestations, that is, what it means to be intrinsically motivated. Encouragement in employees can cause them to be satisfied at work (Lestari, 2022), (Tyofyana & Tjahjonob, 2022), (Panjaitan & Kustiawan, 2022). Employee commitment to the organization is very dependent on the extent to which personal needs and goals are met with the encouragement that exists in the employee (Andika & Darmanto, 2020), (HUANG, 2015), (Baihaqi & Kesuma, 2022). Employees who have motivation that grows from within themselves to work can cause them to be loyal to the organization (Wijaya & Martini, 2020), (Klaudia, Prayekti, & Herawati, 2021)

Based on the explanation above and the results of previous research, a hypothesis can be developed:

- H1a : Intrinsic motivation have significant effect on job satisfaction
H1b : Intrinsic motivation have significant effect on commitment
H1c : Intrinsic motivation have significant effect on nurse loyalty

Extrinsic Motivation

Extrinsic motivation is the opposite of intrinsic motivation, where the urge to do something is triggered by external factors. Both of these motivations are explained in the self-determination theory/SDT (R. M. Ryan & Deci, 2020). Self-determination theory (SDT) is a macro-theory of human motivation, personality development, and well-being. The theory focuses especially on volitional or self-determined behavior and the social and cultural conditions that promote it (R. Ryan, 2009). Motivation that is active and functioning due to external stimuli to carry out an action, including work, such as the desire to get rewards or prizes can be a trigger for employees to be satisfied at work (Yusuf, 2021), (Mardanov, 2020). Nurses who have extrinsic motivation can cause them to have a commitment to the hospital (Bytyqi, 2020). Nurses who have extrinsic motivation can cause them to stay in the hospital (Mardanov, 2020), (Dang et al., 2021).

Based on the explanation above and the results of previous research, a hypothesis can be developed:

- H2a : Extrinsic motivation have significant effect on job satisfaction
H2b : Extrinsic motivation have significant effect on commitment
H2c : Extrinsic motivation have significant effect on nurse loyalty

Job Satisfaction

Job satisfaction reflects positive/happy feelings towards the tasks performed. Through this job satisfaction value, employees will feel confident and enthusiastic in every job they do, including in the nursing field. The most widely used definition of job satisfaction in organizational behavior research is Locke's (1976), according to him, job satisfaction as a pleasant or positive emotional state resulting from the appraisal of one's work or work experience (Judge, Zhang, & Glerum, 2020). Organizational commitment and job satisfaction are important things used to evaluate employees, considering the intention to leave and the employee's overall contribution to the organization. The higher employee satisfaction with the organization causes them to be committed to the organization. This is reinforced by the results of research by (Setiawan et al., 2023), If employees are dissatisfied at work they will lack organizational commitment and seek opportunities to quit. Reduced job satisfaction tends to decrease organizational commitment, as in research (Zongpu et al., 2021). With job satisfaction as well, an individual will be able to maintain loyalty in the work done (Amin, 2021), (Vasumathi & Mamilla, 2021).

Based on the explanation above and the results of previous research, a hypothesis can be developed:

- H3a : Job Satisfaction has positive effect to loyalty
H3b : Job Satisfaction has positive effect to commitment

Commitment

Assessing the construct validity of J.P.'s 3-component organizational commitment model. Meyer and N.J. Allen (1991). Although the largest error component is related to many items on Meyer and Allen's scale, the presence of the three aspects of commitment (affective, lasting, and normative) generally supports the factor analysis of affirmative data from 2,301 nurses. In addition, some expected differential relationship was found between pre- and post-engagement scores in the sample of nurses and a sample of 80 bus drivers. However, they are usually not very robust or distinct with regard to performance evaluation measures and non-grading (Ko, Price, & Mueller, 1997). An employee who has strengths and has contributed to his or her organization will remain, however, lacking organizational commitment and looking for opportunities to quit. If there is no opportunity to change jobs, employees can draw enthusiasm from the organization. Some of the results of previous studies stated that the higher the organizational commitment they will remain loyal, such as his research (Abdullah Azzam & Harsono, 2021) and (Setyawan, Supriyanto, & Lestari, 2022).

Based on the explanation above and the results of previous research, a hypothesis can be developed:

- H4 : Commitment has positive effect to loyalty

Research and Methodology

Population and Sample

The population is nurses at the Purwokerto Islamic Hospital. The sampling technique uses a purposive sample, nurses who have worked for at least 1 year. The response rate for the questionnaire was 92 %. The total number of respondents is 69 of the planned 75.

Data Analysis

This research uses Structural Equation Modeling with Partial Least Square (PLS) approach. PLS-SEM analysis consists of two sub-models, namely the measurement model or often called the outer model and the structural model or often called the inner model.

This study investigated five main constructs consisting of independent variables (intrinsic motivation and extrinsic motivation), dependent variables (nurse loyalty), mediating variables (job satisfaction and commitment). For more details, see figure 1.

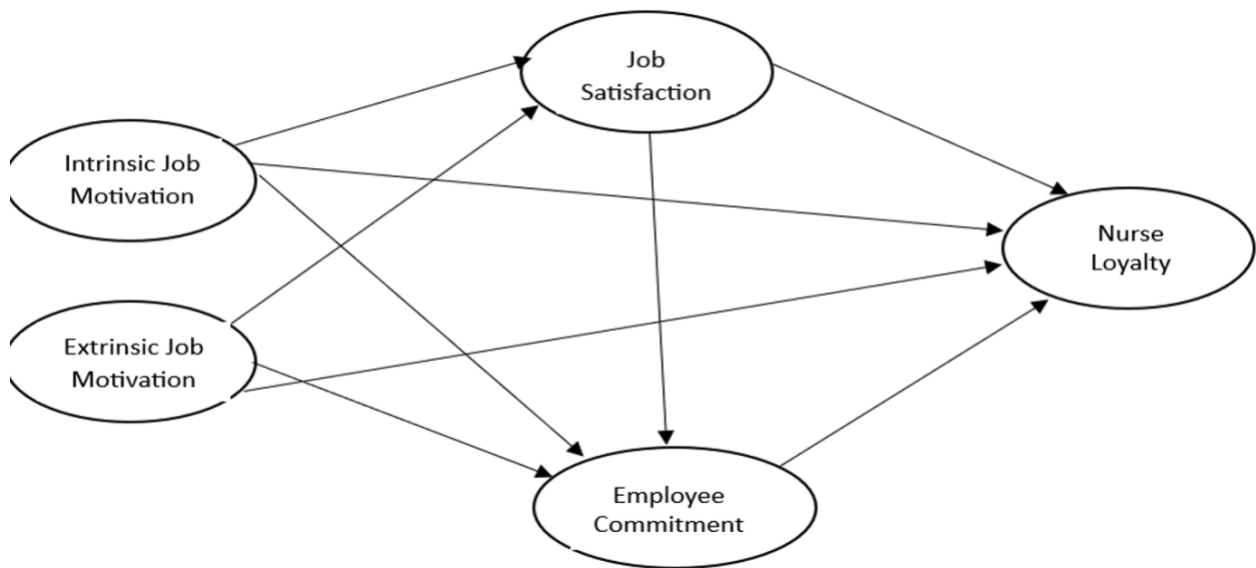


Figure 1: Conceptual Model

Findings and Discussions

Findings

The measurement model can proceed to the inner model stage if it meets valid and reliable criteria. Not all indicators passed in round 1. Nurse loyalty indicators (NL6), nurse satisfaction indicators (JS5) and (JS6), intrinsic motivation indicators (JMI1) and (JMI3) and indicators on extrinsic motivation (JME4) and (JME5) because has a loading factor that is less than the criteria. So, the analysis was continued in the second round as shown in table 1. Likewise with AVE, all variables met the criteria for Convergence Validity which was greater than 0.5. So, all indicators and variables are valid. This model is said to be reliable if the Composite Reliability value is more than 0.6. If seen in table 1, all variables meet reliable criteria.

Table 1: Variables, Indicators, Loading Factor Running 1, Loading Factor Running 2, AVEs and Composite Reliability

Variables	Indicators	Loading Factors ^a Running 1	Loading Factors ^a Running 2	AVEs ^b	Composite Reliability
Nurse Loyalty (Siswanto in Trianasari, 2005)	Obey the rules (NL1)	0.768	0.748	0.664	0.900
	Responsibility to the company (NL2)	0.797	0.797		
	Willingness to work together (NL3)	0.776	0.802		
	Ownership (NL4)	0.883	0.875		
	Interpersonal relationships (NL5)	0.774	0.785		
	Likes work (NL6)	0.402	Rejected		
Employee Commitment (Meyer, Stanley, & Parfyonova, 2012)	Affective Commitments (EC1)	0.866	0.873	0.785	0.916
	Continuation Commitment (EC2)	0.902	0.902		
	Normative Commitment (EC3)	0.891	0.883		

Table Cont'd

Job Satisfaction (Robbins. Stephen P, 2016)		Individual (JS1)	0.782	0.837	0.675	0.892
		Intrinsic work (JS2)	0.779	0.794		
		Salary and facilities (JS3)	0.795	0.771		
		Supervision (JS4)	0.866	0.880		
		Co-workers (JS5)	0.446	Rejected		
		Working conditions (JS6)	0.371	Rejected		
Intrinsic (Hasibuan, 2007)	Motivation	Responsible (JMI1)	-0.034	Rejected	0.647	0.782
		Appreciation (JMI2)	0.917	0.918		
		Work itself (JMI3)	0.147	Rejected		
		Development / progress (JMI4)	0.668	0.673		
Extrinsic (Manullang, 2001)	Motivation	Salary (JME1)	0.872	0.910	0.850	0.850
		Policy (JME2)	0.915	0.954		
		Work relationship (JME3)	0.866	0.900		
		Work environment (JME4)	0.326	Rejected		
		Supervise (JME5)	0.315	Rejected		

AVE: Average Varian Extract

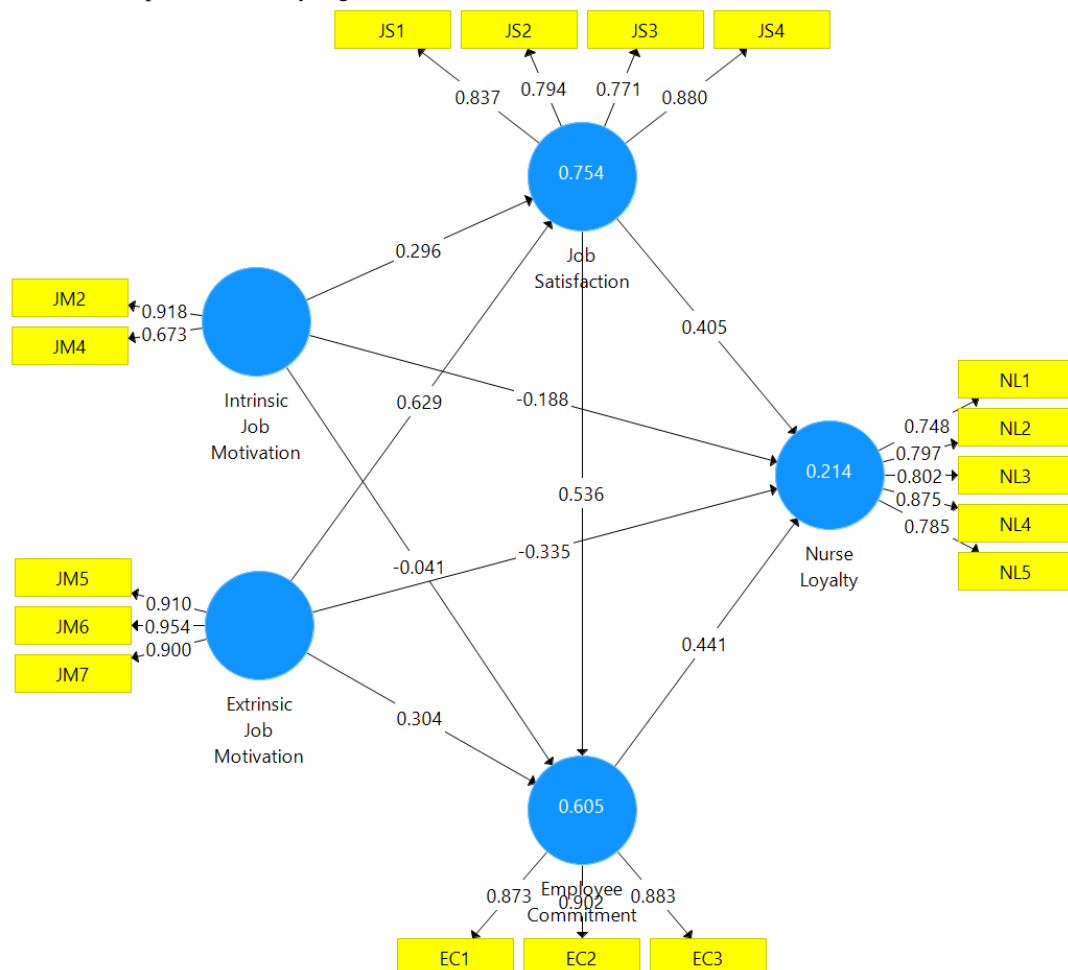
^aAcceptable value of Loading Factor is greater than 0.5^bAcceptable value of AVE is greater than 0.5^cAcceptable value of Composite Reliability is greater than 0.6**Figure 2:** Analysis Results; Source: Processed Primary Data 2023

Table 2 describes the results of the relationship, the path coefficient, and the P value. There are 9 hypotheses from the direct influence relationship and 9 hypotheses from the indirect influence relationship. Based on table 2, four direct relationships have a significant positive effect, five relationships do not. As for the indirect relationship, there are 2 relationships that have a significant effect, the other has no effect. Intrinsic motivation has a significant positive effect on job satisfaction, but does not affect work commitment and loyalty. Extrinsic motivation affects job satisfaction and commitment, but does not affect nurse loyalty. Nurse satisfaction affects commitment. Intrinsic and extrinsic motivation is mediated by satisfaction and commitment to achieve nurse loyalty.

Table 2: Relationships, Path Coefficients, P values and Results

Relationships	Path Coefficients	P values	Results
Employee Commitment → Nurse Loyalty	0.441	0.074	Rejected
Extrinsic Motivation → Employee Commitment	0.304	0.044	Accepted
Extrinsic Motivation → Job Satisfaction	0.629	0.000	Accepted
Extrinsic Motivation → Nurse Loyalty	-0.335	0.317	Rejected
Intrinsic Motivation → Employee Commitment	-0.041	0.780	Rejected
Intrinsic Motivation → Job Satisfaction	0.296	0.000	Accepted
Intrinsic Motivation → Nurse Loyalty	-0.188	0.577	Rejected
Job Satisfaction → Employee Commitment	0.536	0.010	Accepted
Job Satisfaction → Nurse Loyalty	0.405	0.227	Rejected
Extrinsic Motivation → Job Satisfaction → Employee Commitment → Nurse Loyalty	0.337	0.012	Accepted
Intrinsic Motivation → Job Satisfaction → Employee Commitment → Nurse Loyalty	0.159	0.041	Accepted
Extrinsic Motivation → Employee Commitment → Nurse Loyalty	0.134	0.128	Rejected
Intrinsic Motivation → Employee Commitment → Nurse Loyalty	-0.018	0.781	Rejected
Extrinsic Motivation → Job Satisfaction → Employee Commitment	0.149	0.170	Rejected
Job Satisfaction → Employee Commitment → Nurse Loyalty	0.236	0.170	Rejected
Intrinsic Motivation → Job Satisfaction → Employee Commitment	0.070	0.238	Rejected
Extrinsic Motivation → Job Satisfaction → Nurse Loyalty	0.255	0.238	Rejected
Intrinsic Motivation → Job Satisfaction → Nurse Loyalty	0.120	0.278	Rejected

Discussion

Intrinsic-Extrinsic Motivation and hygiene theory

Several experts in the HR field explained several theories related to motivation, such as the theory of human motivation by Abraham Maslow (1943), McGregor's Theory X and Theory Y (1960), Motivation-Hygiene Theory by Frederick Herzberg (1964) and many more (Robbins. Stephen P, 2016).

Motivation by (Robbins. Stephen P, 2016) is the processes that account for an individual's intensity, direction, and persistence of effort towards attaining a goal. Concepts and theories that discuss motivation have been around for a long time, including Hierarchy of needs theory by Abraham Maslow, Theory X and Theory Y by Douglas McGregor, Two-factor theory also called motivation-hygiene theory by Frederick Herzberg, and many more (Robbins. Stephen P, 2016).

Discussion of the results is described in accordance with motivation-hygiene theory. The two-factor theory developed by Herzberg resulted in two conclusions that affect the magnitude of a person's motivation to do something, namely intrinsic (motivational) and extrinsic (maintainer) motivation. Motivational factors related to individual things that drive the need for achievement. a set of intrinsic conditions of the worker if any will build a strong level of motivation which results in good job performance, such as achievement, recognition, responsibility, the work itself and the possibility of growth. Maintenance factors are related to the environment which also determines a person's behavior in living his life, such as a person's status, individual relationships with superiors and work colleagues, salary, job security, working conditions, company procedures, quality of technical supervision. Herzberg stated that there are certain factors in the workplace that lead to job satisfaction, while a separate set of factors causes dissatisfaction. Job satisfaction and job dissatisfaction act independently of each other. The results of this study strengthen the two-factor theory put forward by Herzberg that both intrinsic and extrinsic motivation of nurses can influence them to feel satisfaction in carrying out nursing duties. The indicators received from job satisfaction are individual (JS1), Intrinsic Work (JS2), Salary and facilities (JS3) and Supervision (JS4).

Satisfaction-Commitment and three-component model (TCM)

Employee commitment is an important behavioral dimension that can be used to assess propensity for goal commitment. Employee commitment is an attitude that reflects employees' likes and dislikes about their workplace and their willingness to remain connected to the company. According to (Allen & Meyer, 1990), and (Meyer & Herscovitch, 2001), who proposed a three-component model

(TCM), there are many different forms of commitment, each characterized by a different state of mind and mindset. You can all three forms of commitment connect individuals to the organization and reduce the likelihood of leaving the organization. However, the impact on workplace behavior is variable (Meyer & Herscovitch, 2001). The three components (TCM) are Affective Commitment (AC), which reflects emotional attachment to and desire to remain in the organization, Normative Commitment (NC), which is experienced as a sense of obligation to remain in the organization, and continuance commitment (CC) reflecting awareness of the costs associated with leaving.

The model TCM explains that commitment is a psychological state, implications can explain from a healthcare perspective. It has three components that affect how employees feel about the organization they work for.

Commitment to the organization with broadly defined focused behavior, for example, working towards organizational success, there are two possibilities, (a) members will achieve organizational goals, (b) do not help members to direct their efforts towards goals that are considered most important by the organization. Commitment to more specific goals may have the opposite effect – efforts may be directed toward achieving specific goals perhaps at the expense of higher organizational goals (Meyer & Herscovitch, 2001). According to (Burke & Reitzes, 1991) commitment highlights one of the ways in which individuals instill social roles and structures with self-motivated behaviors, thereby associating themselves with social structures. In this view, commitment does not link a person with a consistent line of activity, other role partners, or an organization, but with a stable set of self-meanings. This stable self-meaning, in turn, produces consistent lines of activity. They felt job satisfaction influenced their commitment by interpreting themselves for their job as nurses.

Motivation - Job Satisfaction – Commitment – Loyalty

It is different when adding motivational variables, both intrinsic and extrinsic motivation. Nurses will achieve loyalty to the hospital if it is mediated by satisfaction and commitment. Motivation is a condition that drives employees to be able to achieve the goals of their motives (Mangkunegara, 2009). Motivation in this study is distinguished between intrinsic and extrinsic. Intrinsic motivation is only built by reward and development/progress indicators, while responsibility and the work itself are excluded from the model because they do not meet the criteria. Intrinsic motivation (motivation from oneself) does not directly influence nurses to be loyal to the hospital or have commitment, but only affects job satisfaction. In contrast to extrinsic motivation with salary indicators, policies and work relations affect job satisfaction and commitment, this relationship does not affect loyalty.

Conclusions

Based on the results, it can be concluded that Nurses who dedicate their work in the health sector have intrinsic and extrinsic motivation that can affect employee commitment and job satisfaction. Intrinsic motivation can affect job satisfaction, but does not affect employee commitment. Extrinsic and intrinsic motivation cannot directly influence nurse loyalty, nor can it be mediated by nurse commitment or job satisfaction. Nurses will be loyal to the hospital if intrinsic and extrinsic motivation is mediated by employee commitment and job satisfaction, respectively.

This study still has weaknesses, for future researchers to create a nurse loyalty model in terms of what strengthens and weakens nurses towards health service providers, for example what strengthens is organizational citizenship behavior (OCB) and what weakens variable is turnover intention.

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Institutional Review Board Statement: Ethical review and approval were waived for this study, due to that the research does not deal with vulnerable groups or sensitive issues.

Data Availability Statement: The data presented in this study are available on request from the corresponding author. The data are not publicly available due to privacy.

Conflicts of Interest: The authors declare no conflict of interest.

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