

## JOB SATISFACTION OF NURSES: THE ROLES OF GOAL CONGRUENCE AND WORK ENGAGEMENT

Sylvia Diana Purba dan Hubertus Denito

Unika Atma Jaya

Jend. Sudirman 51, Kode pos: 12930, Jakarta, telp. (021) 5708815

E-mail: [selvypurba@yahoo.com](mailto:selvypurba@yahoo.com)

Efendi

Unika Atma Jaya

Jend. Sudirman 51, Kode pos: 12930, Jakarta, telp. (021) 5708815

E-mail: [efendisan@yahoo.com](mailto:efendisan@yahoo.com)

### Abstrak

*Tujuan dari penelitian ini adalah untuk menguji apakah dan bagaimana keselarasan tujuan dan keterlibatan kerja yang berhubungan dengan kepuasan kerja perawat rumah sakit KaryaMedika Grup di Bekasi. Sampel untuk penelitian ini terdiri dari 159 perawat yang bekerja di dua rumah sakit umum di bawah KaryaMedika Group. Keselarasan tujuan yang dipersepsikan, keterlibatan kerja, dan kepuasan kerja dinilai dengan kuesioner yang sudah divalidasi. Hubungan antara keselarasan tujuan, keterlibatan kerja, dan kepuasan kerja diuji dengan analisis jalur menggunakan SPSS 20. Keselarasan tujuan memiliki hubungan positif yang signifikan dengan kepuasan kerja perawat baik secara langsung maupun dimediasi oleh keterlibatan kerja. Selain itu, keterlibatan kerja menunjukkan hubungan langsung yang signifikan dan positif dengan kepuasan kerja antara perawat. Manajer harus menyadari bahwa memahami keselarasan tujuan dapat membantu mereka untuk menentukan keterlibatan kerja pekerja dan kepuasan kerja. Hasil penelitian dapat berguna untuk administrator kesehatan yang ingin meningkatkan kepuasan kerja perawat. Meningkatkan kepuasan kerja perawat di lingkungan kerja dapat mengurangi turnover dan membantu memastikan tenaga kerja yang stabil dan berkualitas.*

### Abstract

*The purpose of the study is to examine whether and how goal congruence and work engagement are associated with job satisfaction among KaryaMedika Group hospitals' nurses in Bekasi. The sample for the study consists of 159 nurses working in two public hospitals under KaryaMedika Group. Perceived goal congruence, work engagement, and job satisfaction was assessed by validated questionnaires. The relationship among goal congruence, work engagement, and job satisfaction was tested by path analysis using SPSS 20 software. Goal congruence had significant, positive association with the nurses' job satisfaction both directly and mediated by work engagement. In addition, work engagement shown a significant and positive direct association with job satisfaction among the nurses. Managers should be aware that understanding the goal congruence could help them to determine worker's work engagement and job satisfaction. The results of the study can be useful to health administrators who wish to increase nurses' job satisfaction.*

*Improving nurses' job satisfaction in the work environment may reduce turnover and help ensure a stable and qualified workforce.*

**Keywords:** *goal congruence, work engagement, job satisfaction, nurse*

## I. RESEARCH BACKGROUND

One of the factors that can determine the success of a company to be sustainable in the market is human resources. A company should place an employee in the right position and in the right timing depending on their needs. Therefore, efforts to retain talented and skilled workforce often seen as an important part of company's long-term goals. Long-term relationship between employees and their employer can maintain a desired working culture and can save company from recruitment costs (Ali & Baloch, 2010). To retain best employees from getting out of the company, job satisfaction is an important issue often considered as one of the deciding factors of turnover intention among employees and their performance at work (Geetha Jose, 2012).

Previous researches also suggested more positive effects of job satisfactions such as, organizational effectiveness (Koys, 2001), customer satisfaction (Brown & Lam, 2008) and low absence rate (Millán, 2013). If employees want something from

their employer, it will be operationalized in goals that they need to achieve during their time of work. Then they must have been expected and motivated to achieve it. If the employer can realize that expectation, then it can satisfy the employees (Ahariet al., 2013). So the purpose of this research is to determine how these goals of the employees matched the goals of their company (represented by the goals of their supervisor) and their impact on employees' job satisfaction.

This research conducted in Karya Medika Group Hospital that consisted of two hospitals located in Tambun and Cibitung Bekasi. These hospitals are, relatively, newly established (less than 20 years). Nurses are the biggest number of employees working in a hospital. As a 24 hours-operating company, hospital relies on nurses' to deal with patients. As the front liner of the hospital, they must give a good care to patients and it will affect hospital's image directly. If their services were poor, the hospital's image will be poor, vice versa. So job satisfaction should

become an important considerations by hospitals' manager, because it can directly affect their services to patients (Sousa-Poza, 2000).

## II. LITERATURE REVIEW

With operational relatively new, it is assumed that the goal congruence between the nurses and their supervisors is not yet strong. Employees tend to assume that their direct supervisor is the representative of the employer (Cable & DeRue, 2002). With a high level of goal congruence comes identical feelings between employees and the company. That feeling can generate bonding between employees and their jobs (Van Vianen, 2000).

Goal congruence is one of the operationalization of person - organizational fit theory that measures the degree of compatibility between an employee and their employer viewed for goals perspective (Vancouver, Millsap, Peters, 1994). In the person -organizational fit theory, the quality of the relationship between employee and their supervisor can generate positive emotions in employee; not only for their supervisor, but also to the company as a whole (Kristof-Brown et

al., 2005). This can be caused by the perceived control felt by employee in their daily routines. The degree of compatibility of employee and their supervisor can be used to describe how the commitment level and the satisfaction of the employee (Van Vianen, 2000).

In the previous research, goal congruence positively affected organizational deviance with work engagement as mediator (De Clercq et al., 2013). Researchers felt that organizational deviance, as a counterproductive action, less relevant with the object, which are nurses. From several researches, organizational deviance is relevant when the object is the employee of a manufacturing company (Sims, 2009; De Clercq, et al., 2013; Henle, 2005). Therefore, in this research, we use job satisfaction as the dependent variable.

### **H1 : Goal congruence directly affects work engagement in a positive way.**

This is also based on the psychological contract theory (Armstrong, 2011), that is a mutual consent of expectation between employee and their employer. Expectations of the employee can be inferred to expectations of promotion,

challenging job, and others. If their expectations can be fulfilled, it can be counted as motivational factors in Herzberg's Two Factor theory (Greenberg, 1999) that can generate job satisfaction.

**H2 : Goal congruence directly affects job satisfaction in a positive way.**

Work engagement can be seen as a motivational concept based on employee's roles in the company shown by how much employee expressed themselves in their works with physical, emotional and cognitive energy for the sake of the company (Rich & Crawford, 2010). In a study conducted previously, some antecedent factors of work engagement had been found, such as, job resources (feedback, social support, and job control) and personal resources (confidence level and optimism) (Bakker & Demerouti, 2008).

Organization should consider their employee's work engagement very closely. This is caused by the fact that disengagement can generate serious problems for the company, such as, low level of organizational commitment (Fay & Luhrmann, 2004), high stress level among the employee (Gonzalez-Roma et al., 2006), and low performance level (Gonzalez-Roma et al., 2006). Work engagement also found to be a predictor to job satisfaction among timber workers in Zimbabwe (Masvaure et al., 2014).

**H3: Work engagement directly affects job satisfaction in a positive way.**

**H4: Work engagement can mediate the effect of goal congruence on job satisfaction.**

A graphical representation of the aforementioned concepts can be summarized in Figure 1.

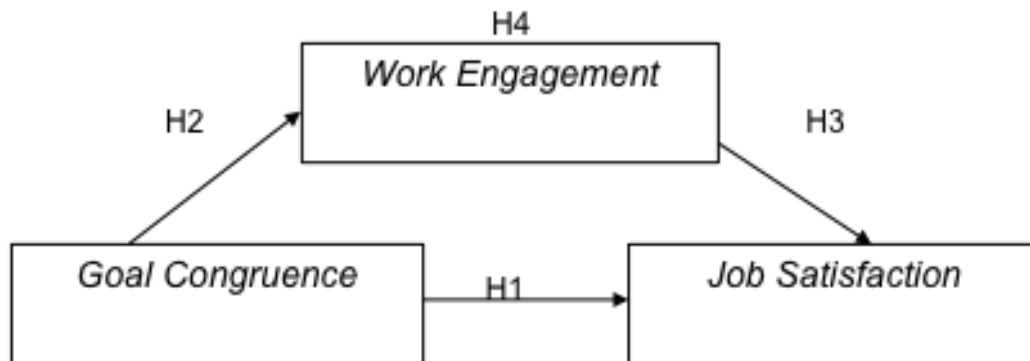


FIGURE 1: THEORETICAL MODEL OF HYPOTHESISED RELATIONSHIP

### III. RESEARCH METHODOLOGY

#### Sample

The population of this research consisted of nurses working in Karya Medika I and Karya Medika II hospital. The total numbers of nurses is 264 nurses with 110 working in Karya Medika I and 154 working in Karya Medika II. The sampling number method used is Slovin's sampling method. The number of sample generated, using  $\alpha = 0.05$ , is 159 respondents proportionally divided into 66 respondents from Karya Medika I and 93 respondents from Karya Medika II. Sampling technique used in this research is convenience sampling. Convenience sampling is categorized as a non-probability sampling,

a sampling technique that gives every member of the population different chance to be chosen as the respondent, the researchers selected who will be the respondent of their researches (Sekaran, 2006).

Researchers waited in the attendance recorder corner of each hospital. Every nurse that came to work had to go to the attendance recorder corner first to record their attendance. As the nurse recorded their attendance, 3-paged questionnaires were given to them. Of the 159 nurses that participated, the majority of the respondents



was female (96,2%) aged 20 – 30 years old (47,8%).

## Measures

### *Goal congruence*

Goal congruence is measured with a four-item scale adopted from previous studies (De Clercq et al., 2011; Tsai & Ghoshal, 1998), such as “My supervisor and I have a similar vision regarding how things should be done in the organization” and “My supervisor and I think alike on most issues with respect to the organization.” The response format was a ten-point scale, with anchors ranging from 1 (“strongly disagree”) to 10 (“strongly agree”). Cronbach’s alpha generated was 0,973.

### *Work engagement*

Researchers used a nine-item shortened version of the 17-item Utrecht Work Engagement Scale (UWES), which has excellent psychometric properties (Schaufeli et al., 2006), to tap work engagement. Because the three underlying dimensions of work engagement (vigor, dedication, and absorption) tend to correlate highly, the nine-item scale

provides a good indicator of work engagement (Schaufeli et al., 2006). Respondents rated how often they had experienced each of the nine statements on a ten-point scale, ranging from 0 (“strongly disagree”) to 10 (“strongly agree”), such as “At my work, I feel bursting with energy,” “I am proud of the work that I do,” and “I get carried away when I am working.” Cronbach’s alpha generated was 0,949.

### *Job Satisfaction*

Job satisfaction was measured with twelve-item scale used by previous research (Tsai, 2011), such as “I am satisfied with the help given by my supervisor” and “I am satisfied with my salary and responsibility balance.” The response format was a ten-point scale, with anchors ranging from 1 (“strongly disagree”) to 10 (“strongly agree”). Cronbach’s alpha generated was 0,946.

### *Analysis*

To test the hypotheses, researchers used regression analysis. In particular, we applied Hayes (2013) INDIRECT test approach to test the direct effects

(Hypotheses 1–3) and mediation effect (Hypothesis 4). We also used *Overall Means Score* method (Sekaran, 2006) to

determine the level of goal congruence, work engagement and job satisfaction.

## . RESULTS

In table 1-3, shown the results of Overall Means Score for each indicators and then computed them into one variable as a whole.

**TABLE 1: OVERALL MEAN SCORE FOR GOAL CONGRUENCE**

	Statements	Mean Score
1	My supervisor and I have a similar vision regarding how things should be done in the organization	4,23
2	My supervisor and I think alike on most issues with respect to the organization	4,74
3	My supervisor and I are enthusiastic about pursuing the same goals for the organization	4,96
4	My supervisor's work-related goals are fully aligned with mine	5,11
	<i>Overall Mean Score</i>	4,75

**TABLE 2: OVERALL MEAN SCORE FOR WORK ENGAGEMENT**

	Statements	Mean Score
1	At my work, I feel bursting with energy	5,25
2	At my job, I feel strong and vigorous	4,91
3	I am enthusiastic about my job	4,83
4	My job inspires me	4,75

5	When I get up in the morning, I feel like going to work	4,67
6	I feel happy when I am working intensely	5,16
7	I am proud of the work that I do	5,08
8	I am immersed in my work	4,83
9	I get carried away when I am working	4,99
<i>Overall Mean Score</i>		4,94

**TABLE 3: OVERALL MEAN SCORE FOR JOB SATISFACTION**

	Statements	Mean Score
1	I am satisfied with the communication between colleagues in my department.	4,70
2	I am satisfied with the communication between departments	4,75
3	I am satisfied with the team constructed in my department and also in other departments	4,67
4	I am satisfied with the team that I am involved in my department	4,27
5	I am satisfied with my salary and responsibilities balance	4,46
6	I am satisfied with benefits provided by the company	4,41
7	I am satisfied with helps provided by my supervisor	3,69
8	I am satisfied with my supervisor's listening to my problems	3,90
9	I have an overall satisfaction in my job	4,20
10	I will be recognized if I did something well	4,07
11	I will be rewarded if I did something well	4,64
12	I felt the company recognized about the roles of the nurses	4,69
<i>Overall Mean Score</i>		4,37



From these tabels we can examine that the level of goal congruence and work engagement in Karya Medika Group hospitals are in the neutral tend to low classification. But the level of the job satisfaction is in the pretty low classification. This result describes that the respondents had no goal orientation, vision, align with the managers. The mean score also showed the partisipants tended

were not satisfied enough for all indicator of job satisfaction. The lowest score are about how satisfied the nurses with their supervisor.

In table 4, it is shown the result of the INDIRECT test to test 4 hypotheses that had been constructed earlier.

**TABLE 4: INDIRECT ANALYSIS RESULT**

Dependent, Independent, and Proposed Mediator Variables:						
DV = JS						
Dependent, Independent, and Proposed Mediator Variables:						
DV = JS						
IV = GC						
MEDS = WE						
Sample size						
159						
IV to Mediators (a paths)						
Coeff	se	t	p			
WE	.8824	.0375	23.4998	.0000		
Direct Effects of Mediators on DV (b paths)						
Coeff	se	t	p			
WE	.2724	.0784	3.4732	.0007		
Total Effect of IV on DV (c path)						
Coeff	se	t	p			
GC	.8781	.0382	22.9996	.0000		
Direct Effect of IV on DV (c' path)						
Coeff	se	t	p			
GC	.6378	.0784	8.1312	.0000		
Model Summary for DV Model						
R-sqAdj	R-sq	F	df1	df2	p	
.7876	.7848	289.1610	2.0000	156.0000	.0000	

\*\*\*\*\*

#### NORMAL THEORY TESTS FOR INDIRECT EFFECTS

Indirect Effects of IV on DV through Proposed Mediators (ab paths)

	Effect	se	Z	p
TOTAL	.2404	.0695	3.4576	.0005
WE	.2404	.0695	3.4576	.0005

From table 4, we found a support for hypotheses 1 – 3, because all of the p value

< 0,05. And

from the table we found support to mediated effect (hypotheses 4), p value for the indirect effect shown to be 0,0005, which is < 0,05. We also can conclude from the model summary that the variance

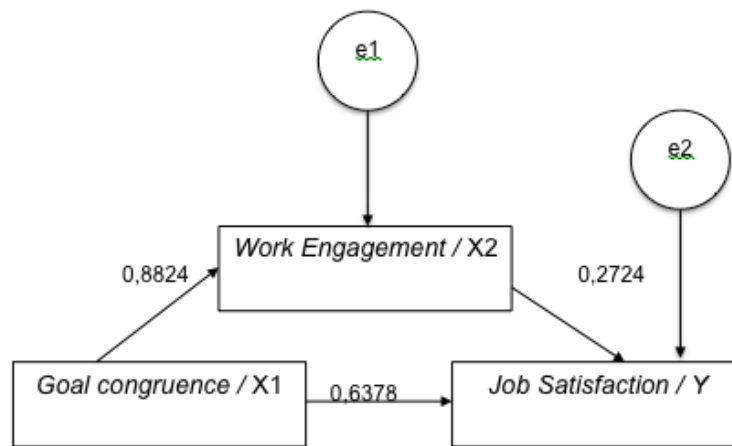
of job satisfaction effected by goal congruence and work engagement is 78,76%.

## DISCUSSION

In figure 2, we can see the path analysis figure constructed from the results above

and explained the relationships among variables in this research.

FIGURE 2: PATH ANALYSIS DIAGRAM CONSTRUCTED



$$X2 = 0,8824X1 + e1$$

$$Y = 0,6378X1 + 0,2724X2 + e2$$

From the results, we can conclude that the level of goal congruence and work engagement in Karya Medika Group hospitals are tended in the neutral. The level of the job satisfaction is in the pretty low classification. We also can examine from the model summary that the variance of job satisfaction effected by goal congruence and work engagement is 78,76%, thus the ability to describe job satisfacion is high.

Based on the research results, we found strong support that in the  $\alpha = 0.05$ , there is a significant effect of goal congruence on job satisfaction directly and mediated by work engagement and work engagement directly affects job satisfaction. We also found that goal congruence affects directly on work engagement. This finding confirmed previous studies conducted by De Clercqet

al. (2013) and Masvaureet al. (2014). But there is a flaw when we used INDIRECT test tool. This tool cannot generate  $R^2$  to the first substructure (that is the regression of goal congruence to work engagement). Therefore we cannot compute the standard errors. For the effect of goal congruence on job satisfaction, we couldn't find a suitable empirical studies but we can use the theory based on psychological contract theory (Amstrong, 2011), that is a mutual consent of expectations between employee and their employer. Expectations of the employee can be inferred to Expectationsof promotion, a challeging job, and others. If their expectations can be fulfilled, it can be counted as motivational factors in Herzberg's Two Factor theory (Greenberg, 1999) that can generate job satisfaction.

In accordance with the results, the low level of job satisfaction should be a serious cosideration going forward for the management. According to Robbins (2012), management should invest money and time to incerase job satisfaction among their employees because job satisfaction is proved to:

- Determine the performance of the employees. An employee with low

level of job satisfaction tends to have a high turnover probability and low performance rate compared to the employee with high satisfaction level.

- Determine the health of the employees. Empirical studies suggested that an employee with high level of job satisfaction tends to be healthy and live a longer life compared with the one that have a low level of satisfaction.
- Determine the outside-of-work quality of life. An employee with bad job satisfaction will bring bad attitudes to their daily social life outside work.

Karya Medika as an hospital should be care for the employee especially as a nurse who deal directly with patients. However, unsatisfied employee will have bad performance. Karya Medika has been operating in several years, it is necessarily to provide employee with informations about the organization goal both in a short or long term.Nurse, should be encouraging with the vision of Karya Medika Hospital.The finding of research proves if the goal congruence could influence job satisfaction and mediated by

work engagement. If Karya Medika not immediately reorganize the relationship between supervisor with the employee, finally job satisfaction could increase turnover intention.

## VI. CONCLUSION

The main objective of this study was to deepen understanding of the relationship between the level of goalcongruence between nurses and their supervisors and the job satisfaction. We have shown that nurses' work engagement acts as a critical mechanism through which goal congruence increase their job satisfaction. We hope that this study prompts further investigations of the processes through which employees refrain from engaging in behaviors that are harmful to their company and working toward the goodness of their company with good job satisfaction.

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