

Organizational Climate and Doctor's Works Satisfaction

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Abstract: A conducive organizational climate will encourage members of the organization to interact with each other and feel fulfilled as in the hospital satisfaction. The facts show that the organizational climate is not in line with the expectations of the doctor in charge. This study aims to analyze the relationship of organizational climate including organizational structure, organizational standards, responsibilities, rewards, organizational support, and commitment to doctor's job satisfaction. This research is a quantitative research with a descriptive analytic approach. From the population of 121 doctors respondents were taken as many as 56 respondents. The research instrument was a questionnaire that has been arranged according to variables and has been tested for validity and reliability. Data analysis used univariate, bivariate analysis with Pearson product moment correlation where organizational structure, organizational standards, responsibilities, rewards, organizational support and commitment were related to doctor job satisfaction with $p < 0.005$. Multivariate analysis with multiple linear regression tests obtained coefficient values of organizational structure (0.420), organizational standards (0.533), responsibilities (0.465), awards (0.759), organizational support (0.384) and commitment (0.374). The most dominant variable related to doctor job satisfaction was appreciation (0.759).

1 INTRODUCTION

Job satisfaction is a pleasant feeling that can be reflected in the doctor's assessment in carrying out his duties. This level of doctor satisfaction can be assessed from this work results in an effective and efficient manner and is related to organizational support in providing a conducive work environment in the hospital. (Deng et al, 2018; Adegoke, 2015).

Doctor's works satisfaction can be caused by various factors. In Italia, general practitioners who take specific training (GP-ST) are satisfied 46,6% (Mazzucco et al., 2017). Doctors at the Brazillian general hospital of education, the biggest doctor dissatisfaction in work, especially regarding relationships with fellow doctors, where they feel annoyed to be contacted outside of working hours, payment is not yet (Filho, 2016). Doctors at the East India Hospital found that the proportion of job satisfaction was 59,6 % and the most dominant factor affecting it was the inadequate working space. (Bhattacharjee et al., 2016).

A satisfying or unsatisfactory job depends not only on individual needs and on what is provided by the work, but also depends on perceptions and assessments related to the work environment, which

includes organizational climate factors. Organizational climate is the employee's perception of the quality of the organization's internal environment relatively perceived by members of the organization which will then affect their behavior. Attitudes and behavior and performance of members of the organization will affect organizational performance. (Dewa Gede et al, 2018). Organizational climate is an important factor in health care, where employee commitment and how employees perceive significant results with the health services provided. (Aysen, 2018). Good organizational climate is needed to shape the image of an organization, so that the organization can exist. (Rosilawati, 2008).

There are 6 components to measure organizational climate, namely 1) structure, 2) standards, 3) responsibility, 4) recognition, 5) support and 6) commitment (Stringer, 2002). Organizational climate is an important factor in health care, where employee commitment and how employees view organizational performance will provide significant results with the health services provided (Berberoglu A, 2018; Turnip et al, 2020; Wijaya et al, 2019). A hospital is a service organization that processes inputs and produces services. Demands and needs arising in quality health

services need to be addressed by improving the quality of human resources, especially doctors as the spearhead. Doctors must follow their professional standards and operational procedure standards that apply when conducting health services. (Law No. 29 of 2004 concerning medical practice).

In providing health services, doctors also need a conducive organizational climate that will encourage members of the organization to interact with each other and fulfill their satisfaction, thereby increasing the quality of cooperation and improving the performance of organizational members. (Hutagalung and Ritonga, 2018).

Kesawa et al (2016), examined the influence of organizational climate on job satisfaction and organizational commitment and found a positive influence of organizational climate on job satisfaction. This is in line with research by Putra and Sudarma, 2016: Sanad A, 2016: Johny PR, Pradeep VS, 2020.

Research Syahidin R, 2018 found the influence of Compensation and Motivation on doctor job satisfaction. Taleghani & Ghafary, 2018 adopted the model proposed by Claiborne et al, 2013, Permarupan et al, 2013, Chatzoglou et al, 2011 in evaluating organizational climate and job satisfaction. Dewi & Swastadiguna, 2018, examined the dimensions of organizational climate namely Relationship Oriented, Goal Setting and Work Independence Oriented, Power Oriented and found that organizational climate has a positive effect on organizational commitment mediated by job satisfaction.

Li & Mahadevan, 2018, examined the impact of each organizational climate variable, namely role clarity, communication, reward system, team work and support, relationship, direction on employee performance.

Based on the initial survey through interviews with several doctors in the health service area, it was found that there were some who were not satisfied with the rewards received and some said they were not free in making decisions related to health services, so a study was conducted on the Relationship between Organizational Climate and Doctor Job Satisfaction.

The difference with other researchers is the data processing method and the number of variables studied.

2 METHOD

The study was conducted at RSU Royal Prima Medan from December 2019 to March 2020. The population was 121 respondents consisted of 30 general practitioners, 89 specialist doctors and 2 dentists. Samples were taken in proportion (size to proportion) from the three medical professions about 56 respondents with age characteristics (years) 31-40 (66.4%), > 40 (19.6%), <30 (14.3%), men (66.1%), women (33.9%) who have worked 1-3 years (46.4%) and 4-6 years (53.6%). Primary data collection was carried out through questionnaires containing questions about independent variables (organizational structure, organizational standards, responsibilities, rewards, organizational support and commitment) each consisting of 5 statements. The dependent variable is doctor's job satisfaction which consists of 15 statements with alternative answers namely agree (score 3), quite agree (score 2), less agree (score 1). The results of the answers are grouped into good if the score is 13-15, good enough if the score is 9-12 and not good if the score is 5-8 (independent variable) and satisfied if the score is 36-45, quite satisfied if the score is 25-35 and less satisfied if the score 15-24 (variable job satisfaction).

Data were analyzed univariately by describing the frequency distribution of each study variable, bivariately using Pearson product moment correlation and multivariate using multiple linear regression tests.

The results of the validity and reliability test of the research variables conducted at RSIA Stella Maris with 30 respondents obtained $r_{count} > r_{tabel}$, (0.361) and cronbach alpha value calculated > 0.600, it is assumed the question items on the questionnaire are valid and reliable which can be seen in Table 1.

Table 1. Test results for validity and reliability

Variables	<i>r</i> <i>count</i>	<i>r</i> <i>tabel</i>	<i>Cronbach's</i> <i>Alpha</i>
Organizational structure	0,845	0,361	0,942
Organizational standards	0,816	0,362	0,93
Responsibilities	0,854	0,361	0,946
Rewards	0,784	0,361	0,918
Organizational support	0,677	0,361	0,856
Commitment	0,446	0,361	0,685

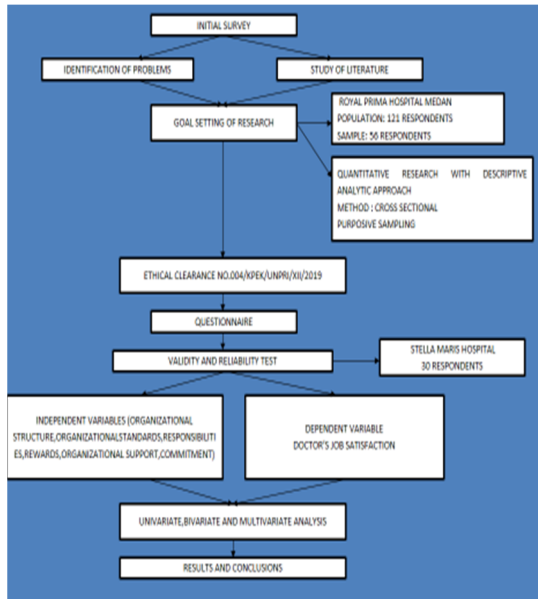


Figure 1. Research Scheme

3 RESULTS AND DISCUSSIONS

Based on the results of questionnaire data from 56 respondents, the following results were obtained: Organizational structure (column A), Organizational standards (column B), Responsibilities (column C), Awards (column D), Organizational support (Column E), Commitments (column F), and Job satisfaction (column G) each have the highest and lowest scores: 15 and 6 (mean 10.45), 15 and 5 (mean 10.18), 15 and 5 (mean 10.16), 15 and 5 (mean 10.14), 15 and 6 (mean 10.61), 15 and 5 (mean 10.21), 42 and 18 (mean 29.63). Of all the variables, the average respondent's answer was quite good and satisfied. Full results can be seen in Table 2.

From the questionnaire data a univariate analysis was performed and the results were obtained. Organizational structure: good results 23.2%, good enough 55.4%, not good 21.4%. Organizational standards: 17.9% good results, 55.4% good enough, 26.8% unfavorable. Responsibility: good results 21.4%, good enough 57.1%, not good 21.4%. Award: 33.9% good results, 35.7% good enough, 30.4% bad. Organizational support: good results 28.6%, good enough 53.6%, less good 17.9%. Commitment: good results 26.8%, good enough 55.4%, less good 25.0%. For the doctor's job satisfaction variable, the results are 26.8% satisfied, 51.8% quite satisfied, 21.4% less satisfied.

Table 2: Questionnaire Results Data.

NO	A	B	C	D	E	F	G
1	11	9	13	13	12	13	33
2	13	11	5	6	9	6	25
3	11	11	10	9	9	8	27
4	9	9	7	13	9	13	28
5	15	11	13	14	13	15	37
6	10	11	12	13	11	13	33
7	10	11	10	12	13	12	31
8	9	11	9	8	9	9	28
9	11	10	10	11	13	9	30
10	13	12	12	13	8	15	36
11	6	13	6	10	8	9	25
12	15	10	12	13	12	13	39
13	11	12	7	10	9	11	27
14	9	9	9	10	7	7	29
15	7	10	9	10	11	10	26
16	9	10	9	6	8	7	24
17	8	13	9	6	8	9	22
18	15	10	11	13	12	14	36
19	7	8	14	9	9	10	26
20	14	12	11	13	14	13	38
21	8	7	6	10	13	10	25
22	12	5	9	9	9	7	26
23	10	14	12	15	13	14	36
24	9	8	9	9	11	10	29
25	14	9	12	14	14	13	38
26	15	9	14	5	8	6	22
27	8	9	12	9	12	10	26
28	9	8	10	9	10	9	26
29	7	11	5	7	7	5	18
30	12	8	9	8	10	9	23
31	14	13	14	13	13	13	36
32	10	8	9	7	8	6	22
33	11	7	14	12	11	10	32
34	12	8	10	8	8	9	22
35	14	14	14	14	13	14	37
36	9	6	9	9	9	7	21
37	10	11	8	10	10	12	29
38	9	13	10	5	9	7	24
39	7	8	8	7	9	12	28
40	7	10	6	8	6	9	23
41	13	10	13	12	13	12	35
42	9	12	7	9	12	9	29
43	11	13	14	13	14	15	42
44	9	12	9	8	9	7	28
45	15	8	13	13	11	12	36
46	9	8	9	6	11	9	28
47	9	12	9	6	9	8	28
48	14	13	14	13	15	12	40
49	11	9	9	10	11	8	25
50	9	11	11	10	13	10	33
51	6	7	8	8	13	12	23
52	11	15	14	14	13	7	40
53	14	12	12	15	9	13	39
54	9	14	11	14	11	13	38
55	9	10	10	11	13	10	30
56	7	5	8	6	10	7	22

Details of the results of the univariate analysis are given in Table 3. The results of bivariate analysis using Pearson product moment correlation test with the Statistical Package for the Social Sciences (SPSS) program obtained correlation coefficient (r) organizational structure variables (r 0.681; p 0.000), organizational standards (r 0.484; p 0.000), responsibility (r 0.683; p 0,001), awards (r 0,868; p 0,001), organizational support (r 0,663; p 0,001) and commitment (r 0,742; p 0,003). It can be seen that the independent variable has a probability value smaller than $\alpha = 0.05$; this means that all organizational climate variables were related to doctor satisfaction.

Table 3: Variable Frequency Distribution.

Variables	N	%
Org. Structure		
Good	13	23,2
Average	31	55,4
Not Good	12	21,4
Org. Standard		
Good	10	17,9
Average	31	55,4
Not Good	15	26,8
Responsibilities		
Good	12	21,4
Average	32	57,1
Not Good	12	21,4
Rewards		
Good	16	33,9
Average	20	35,7
Not Good	17	30,4
Org. Support		
Good	16	28,6
Average	30	53,6
Not Good	10	17,9
Commitment		
Good	15	26,8
Average	27	55,4
Not Good	14	25
Commitment		
Good	15	26,8
Average	29	51,8
Not Good	12	21,4

The strength of the relationship between the variables based on the correlation coefficient indicates the variable organizational structure, responsibility, organizational support and commitment are strong, organizational standards are moderate and rewards are very strong. The coefficient r was very strong relationship if the interval 0800-1000; strong when the interval 0.600-0.799 and medium if the interval 0.400-0.599. It is clear as the following Table 4.

Table 4: Pearson Product Moment correlation test results

Variables	Pearson Correlation (r)	Significance (p)
Organizational structure	0,681 (strong)	0,000
Organizational Standards	0,484 (average)	0,000
Responsible	0,683 (strong)	0,001
Appreciation	0,868 (Very strong)	0,001
Organizational Support	0,663 (strong)	0,001
Commitment	0,742 (strong)	0,003

Based on multivariate analysis using multiple linear regression tests with the Enter method on each organizational climate variable (organizational structure, organizational standards, responsibilities, rewards, organizational support and commitment), the multiple linear regression equation can be seen as follows: $Y = -0,383 + 0,420 X1 + 0,533X2 + 0,465X3 + 0,759X4 + 0,384X5 + 0,374X6$; Y's statement is doctor's job satisfaction; α is a constant; $\beta1 \dots \beta6$ is the regression coefficient; X1 is the organizational structure; X2 is an organizational standard; X3 is responsibility; X4 is an award; X5 is organizational support; and X6 is commitment.

The magnitude of the value of the coefficient B of each organizational climate variable implies any improvement in the organization's climate in terms of organizational structure, organizational standards, responsibilities, rewards, organizational support commitment will lead to an increase in patient satisfaction by the value of the coefficient B respectively. The coefficient value of award B is the largest, meaning it is the dominant factor affecting doctor satisfaction. More clearly, as in Table 5 below.

Table 5: Results of testing the Coefficients hypothesis (a)

Variables	Nilai B	Sig.
<i>Constant</i>	-0,383	
Organizational structure	0,420	0,008
Organizational standards	0,533	0,000
Responsibilities	0,465	0,004
Rewards	0,759	0,001
Organizational support	0,384	0,042
Commitment	0,374	0,040

3.1 Organizational Structure

Respondents' answers about the organizational climate in terms of organizational structure are quite good (55.4%), the majority of respondents agreed with the statement that doctors understand the division of tasks given at the hospital and the planning and coordination of hospital management encourage doctor's work productivity. agree with the statement of democratic decision making Pearson product moment correlation test on the organizational structure obtained p value = 0,000 < α means there is

a relationship between organizational structure and doctor job satisfaction. In the multiple linear regression test, the coefficient value of organizational structure B is 0.420; implies that any improvement in the organization's climate from the aspect of organizational structure will result in an increase in doctor satisfaction. The organizational structure in hospitals regarding decision-making by doctors is not evenly distributed, causing by doctors to be dissatisfied and this can affect their health services. In this case, the hospital needs to involve doctors in decision making related to service.

The results of this study are in line with Wirawan's statement that the organizational structure reflects the feeling that employees in the organization are well and have a clear definition of their roles and responsibilities, for example the position of employees in the company. Researchers found that there were doctors who stated that the organizational structure was not good but were satisfied at work. This is due to the support of co-workers in performing health service tasks to patients. This condition creates a working climate and good mutual cooperation in completing health service tasks and doctors feel unburdened by the large number of patients to be served (Wirawan, 2015).

3.2 Organizational Standards

Respondents' answers about organizational climate from the aspect of organizational standards are quite good (55.4%). The majority of respondents agree with the statement that the hospital has a high standard of work and the existence of an emphasis that encourages performance. means there is a relationship between organizational standards and doctor satisfaction. The results of the multiple linear regression test obtained the coefficient value of organization standard B 0.533 which means that every increase in organizational standards resulted in an increase in doctor satisfaction by 0.533. One of the criteria for a good doctor's performance is being able to complete their work on time. From research, there are still doctors who have not carried out their duties and responsibilities properly, this could be due to fatigue at work, so that the health services provided do not satisfy the patient. This is accordance with Panagioti's opinion, et al, 2018. In this case, hospitals need a good division of tasks and if necessary increase the numbers of doctors.

3.2.1 Responsible

Respondents' answers about organizational climate from the aspect of responsibility were good enough (57.1%). The majority of respondents agreed with the statement that the same group and individual assessments needed to be applied, some doctors disagreed with the statement that doctors should try to solve the problems themselves. The correlation test results on the responsibility variable obtained p value $0.001 < \alpha$, meaning that there is a relationship of responsibility with doctor satisfaction. The results of multivariate analysis obtained a coefficient of B of 0.465; implies that any improvement in the organization's climate from the aspect of responsibility would result in an increase in doctor satisfaction by 0.465. In this case, the management needs to coordinate with the doctor regarding the extent to which the doctor's responsibilities.

3.2.2 Appreciation

From the aspect of appreciation, the respondent's answer was quite good (35.7%), the majority of respondents agreed with the statement of honorarium received in accordance with their duties and responsibilities, but some of them disagreed with the statement that the doctor received an award for his performance results. Correlation test results showed that there was a relationship award with doctor satisfaction ($p = 0.001$). The results of the multiple linear regression test obtained a coefficient value of B of 0.759 which implies that any increase in organizational climate from the aspect of appreciation will result in an increase in doctor satisfaction by 0.759.

Compensation is an important factor that influences how and why people who choose to work in one organization rather than another (Mathis & Jackson, 2006). Income, incentives, and work environment have a major contribution for medical personnel in providing an assessment of their satisfaction with what they get from work and motivation to improve performance (Danardono & Personal, 2016).

3.2.3 Organizational Support

From the aspect of organizational support, the respondents' answers were quite good (53.6%) the majority of respondents agreed with the doctor's statement that they received support and assistance from colleagues when having difficulties. organization with doctor satisfaction. In the multiple linear regression test, the coefficient of organizational

support B obtained a value of 0.384 which means that any increase in organizational climate from the aspect of appreciation will result in an increase in doctor satisfaction by 0.384. / seminar so that it can cause a doctor's satisfaction at work.

Previous studies have suggested that the organizational support dimension is related to doctor's job satisfaction (Batura et al., 2016) Doctors who work feel that a good relationship with colleagues can increase job satisfaction.(Filho, 2016). Conflict resolution at work and relationships with other co-workers have an effect on the satisfaction of health workers in Laos health centers.(Khamlub et al., 2013).

Organizational support for providing training or promotion activities is not evenly distributed and transparant because the leadership still emphasizes the aspects of closeness and kinship in providing opportunities. The same opportunities for training and promotion can stimulate doctors to work harder. According to Werdhani, 2017, efforts to increase satisfaction, commitment, and determine the direction of health services require management support, information systems, and strengthening leadership capacity.

3.2.4 Commitment

From the aspect of commitment, the respondent's answer was quite good (55.4%), the majority of doctors expressed their agreement about the doctors having a high commitment in providing health services and the doctors concerned about the progress and development of this hospital. . Doctor's commitment is the desire and determination in doctors to provide health services in order to create a work climate and a sense of pride, work unit engagement and loyalty. Respondents expressed concern in a variety of ways, because they consider the hospital as part of themselves, by following hospital regulations and by providing suggestions and input for improving the image of the hospital and for the prosperity of the hospital. In the correlation test the value of $p = 0.003$ is obtained, which means there is a relationship of commitment with doctor satisfaction. Whereas in the multiple linear regression test obtained the coefficient value of commitment B was 0.374 which means that each improvement in the organizational climate from the aspect of commitment would result in an increase in doctor satisfaction by 0.374. This is in line with research by Sugiarto I, 2018 which states that organizational climate and organizational commitment affect job

satisfaction which ultimately has a positive effect on employee performance.

Commitment to the organization is the relationship between the individual and his organization, where a person with high commitment shows a strong desire to become a member of the organization and has a strong acceptance of the values and goals of the organization. Commitment reflects the members' sense of pride in their organization and the degree of loyalty towards the achievement of organizational goals. A strong sense of commitment is associated with a low level of personal loyalty, meaning that employees feel apathetic towards the organization and its goals (Meeusen et al., 2011).

The results of this study are in line with Dewi's research results that the organizational climate has a positive and significant influence on job satisfaction. In order to achieve harmony between parts of an organization, a conducive climate needs to be built within the organization, namely the climate within the organization that allows each member to interact, set work targets, and develop organizational members. Through the process of interaction, members of the organization examine the existence of trust, support, or even openness to the decisions taken by members of the organization to carry out work effectively and creatively, engage themselves with the organization, seize opportunities in the organization vigorously, and to offer innovative ideas for organizational improvement (Dewi and Swastadiguna, 2018).

Work satisfaction of health workers is very important in building employee motivation and efficiency because higher job satisfaction determines better employee performance and higher levels of patient satisfaction (Akula and Talluri, 2013). This study is in line with the research of Mohamed and Gaballah, who found that statistically there was a positive and significant relationship between organizational climate and nurse performance (Abdullah Mohammed and Gaballah, 2018). This research is also in line with the study of Syahidin, 2018 about the effect of compensation and motivation on job satisfaction. Johny's research found a significant relationship between organizational climate and job satisfaction. These results can be contributed to the organization's development strategy and corporate policy making in the future (Johny, P.R., Pradesh, 2020).

4 CONCLUSIONS

The results showed that the organizational climate ($P=0,000$), organizational standards ($p = 0,000$),

responsibilities (0,001), awards (0,001), organizational support (0,001) and commitment (0,003) with doctor job satisfaction. The award dimension is the most dominant one related to doctor's job satisfaction (B value = 0.759). Hospital management can increase doctor's job satisfaction through increasing organizational climate dimensions such as establishing doctor's SOP based on indicators of clarity of the right task, giving trust, regular supervisors doing assessments, giving appropriate workload awards, increasing teamwork and involving more doctors as part of the unit his place of duty.

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