



## Do Ethical Climate Have Impact on Job Satisfaction of Staff in West Sulawesi Hospital, Indonesia?

### *Apakah Iklim Etika Berdampak pada Kepuasan Kerja Staf di Rumah Sakit Sulawesi Barat, Indonesia?*

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#### ABSTRACT

A positive ethical climate can create job satisfaction for employees. This study aims to see the effect of ethical climate on the job crafting of health workers and its impact on job satisfaction. This research is a quantitative study with a cross-sectional study approach. The population consisted of health workers at RSUD Mamuju, RS Bhayangkara Polda Mamuju and RS Mitra Manakarra Mamuju, West Sulawesi Province with 155 employees selected as samples. Samples were selected by quota sampling, then analyzed using the Path Analysis test at SPSS 20. The value of standardized coefficients beta as a direct effect is 0.023 and the indirect effect is 0.043, meaning that the value of the indirect effect is greater than the value of the direct effect. These results indicate that indirectly the Ethical Climate (EC) through Job Crafting (JC) has a significant impact on Job Satisfaction (JS). Thus, "there is an effect of EC (X) through JC (Y) on JS (Z)". JC mediates EC in improving employee JS. Job crafting can affect job satisfaction if hospital staff have another supporting factor, namely the ethical climate. To improve the ethical climate by providing a motivational boost, management must identify the dimensions of employee work activities in job crafting, apart from training and feedback from direct superiors.

#### ABSTRAK

*Iklim etika yang positif dapat menciptakan kepuasan kerja bagi karyawan. Penelitian ini bertujuan untuk melihat pengaruh iklim etika terhadap job crafting tenaga kesehatan serta dampaknya terhadap kepuasan kerja. Penelitian ini merupakan penelitian kuantitatif dengan pendekatan penelitian potong lintang. Populasi adalah pegawai kesehatan RSUD Mamuju, RS Bhayangkara Polda Mamuju, dan RS Mitra Manakarra Mamuju, Provinsi Sulawesi Barat dengan 155 pegawai terpilih sebagai sampel. Sampel dipilih secara sampling kuota, kemudian dianalisis menggunakan uji Analisis Jalur pada SPSS 20. Nilai standardized coefficients beta sebagai pengaruh langsung sebesar 0,023 dan pengaruh tidak langsung sebesar 0,043 artinya nilai pengaruh tidak langsung lebih besar dibandingkan dengan nilai pengaruh langsung. Hasil tersebut menunjukkan bahwa secara tidak langsung iklim etika (EC) melalui Job Crafting (JC) mempunyai pengaruh signifikan terhadap kepuasan kerja (JS). Sehingga, "ada pengaruh EC (X) melalui JC (Y) terhadap JS (Z)". JC memediasi EC dalam meningkatkan JS karyawan. Job crafting dapat mempengaruhi kepuasan kerja apabila petugas rumah sakit memiliki faktor pendukung lain yaitu iklim etika. Meningkatkan iklim etika dengan memberikan dorongan motivasi, manajemen harus mengidentifikasi dimensi kegiatan kerja karyawannya dalam job crafting, selain dari pelatihan dan umpan balik dari atasan langsung.*

## INTRODUCTION

In facing the future model society which is currently better known as the era society 5.0 the health sector also contributes to responding to change.<sup>1</sup> The hospital industry adopts a bottom-up approach that allows employees to actively participate in innovation and creativity.<sup>2</sup> The skills and competitive advantages possessed by employees can provide changes in their work so that it has an impact on improving performance. The quality of employee performance in the health sector depends on the satisfaction provided by health care providers.<sup>3</sup>

In terms of job satisfaction, the study of health personnel done by the Indonesia Health Ministry found that there were still 23,9% of health personnel in Indonesia who felt dissatisfied with their job the and majority of these groups were from west Sulawesi.<sup>4</sup> Some literature found that job satisfaction is influenced by some factors, such as diversity, personality, value, job crafting, self-efficacy, optimism, self-undermining and motivation.<sup>5,6</sup> Therefore, the researcher are interested to do a study about job crafting in West Sulawesi.

Job crafting is a self-initiated behavior by employees to make changes in their level of job demands or job support.<sup>7,8</sup> Job crafting changes the basic desires in employees by finding positive meanings in the workplace and building a positive sense of identity in the organization. The benefits of job crafting for organizations can be found the in previous research, which found that job crafting has a relationship and a role in improving employee performance in the organization.<sup>9</sup> Several studies on job crafting have also been carried out, such as the role of employee job crafting in facing changes in organizations.<sup>7</sup>

As with the role of job crafting in organizations, when combined with the organizational climate, it will further encourage employee performance levels.<sup>2</sup> In health care, these are described as implicit and explicit values that drive the availability of health services and shape the workplace in which health services are provided. Organizational climate is closely related to the process of creating a conducive work environment in order to establish harmonious relationships and cooperation between all individuals or human resources in the organization.<sup>10</sup> Motivated employees will definitely improve work efficiency, thus becoming a bridge between

hospital management and employee performance in achieving goals.

In carrying out the job crafting process, it cannot be separated from the characteristics of the work itself. Job characteristics are one of the factors that affect employee job satisfaction. A positive ethical climate can create job satisfaction for employees.<sup>11</sup> Climate that supports Job Crafting in Tehranineshat's research, states that a supportive ethical climate can facilitate employees to explore in finding work methods that can increase job satisfaction and reduce job fatigue.<sup>12</sup>

The ethical climate plays a key role in determining job satisfaction and commitment of healthcare workers.<sup>13</sup> However, there is still a lack of research that examines the role of job crafting in mediating the ethical climate for health workers to increase job satisfaction. Based on this background, researchers developed research to see the influence of the ethical climate on the job crafting of health workers and its impact on job satisfaction.

## MATERIAL AND METHOD

This research was a quantitative study with a cross-sectional study approach. This study was conducted in 2020 at three hospitals in West Sulawesi. The population of this study were hospital staff totaling 614 officers in Mamuju Regency, West Sulawesi, namely: RSUD Mamuju, RS Bhangkara Polda Mamuju and RS Mitra Manakarra Mamuju. The sampling technique was quota sampling, totalling 155 hospital staff selected as samples with inclusion and exclusion criteria. The research instrument used as a tool to collect data in this study is a structured questionnaire that has been valid and reliable.

The Ethical Climate (EC) instrument uses 15 items from the Ethical Climate Questionnaire developed by Cullen including the dimensions of care, independence, law and code, rules and instrumentals.<sup>14</sup> EC was measured using a 4-point Likert scale from 1 (strongly disagree) to 4 (strongly agree). The Job Crafting (JC) Instrument uses 21 items from the Job Crafting Questioner developed by Tims and Bakker.<sup>15</sup> Among them consist of the dimensions of structural work resources (5 items), hindering job demands (5 items), social work resources (5 items), and challenging job demands (5 items). JC is measured using a 4-point Likert scale from 1 (never)

to 4 (always). The Job Satisfaction (JS) instrument uses 15 items from the Job Satisfaction Scale developed by Warr, Cook and Wall.<sup>16</sup> Among them consist of the dimensions of intrinsic job satisfaction (8 items) and extrinsic job satisfaction (7 items). JS was measured using a 6-point Likert scale from 1 (very dissatisfied) to 6 (very satisfied). Data was Analyzed using the Path Analysis test at SPSS 20. The results of data analysis in this study were presented in tabular form accompanied by an explanation in the form of a narrative.

## RESULTS

Based on Table 1, the respondents in this study were dominated by female respondents as many as 127 people (81.90%) while the remaining 28 male respondents (18.10%). The age of the majority of respondents (63.90%)  $\leq$  30 years, respondents were dominated by nurses (63.90%), most were not civil servants and the majority of respondents had a working period of  $>$  2 years as many as 89 people (57.40%).

**Table 1. Characteristics of Respondents**

Characteristics	n = 155	%
<b>Gender</b>		
Female	127	81,90
Male	28	18,10
<b>Age</b>		
$\leq$ 30 Years	99	63,90
$>$ 30 Years	56	36,10
<b>Type of Officer</b>		
Doctor	8	5,20
Dentist	1	,60
Nurse	99	63,90
Midwife	9	5,80
Medical Technician	8	5,30
Pharmacy	10	6,60
Public health	2	1,30
Other Health Workers	5	3,30
Non-Health Workers	13	8,60
<b>Employment Status</b>		
PNS/CPNS	22	14,20
PPPK	15	9,70
Honors	44	28,40
Permanent	5	3,20
Contract	49	31,60
Not fixed	16	10,30
Other	4	2,60
<b>Length of work</b>		
$\leq$ 2 Years	66	42,60
$>$ 2 Years	89	57,40

Source: Primary Data, 2020

The results of the analysis of this study use the Path Analysis test, namely path analysis using intervening variables to see the direct and indirect effect of the independent variable through the intervening variable on the dependent variable.

### Regression Analysis (EC and JC against JS)

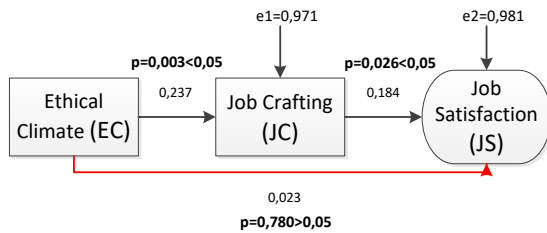
Based on the Regression Model I output in Table 2 coefficients, it is known that the significance value of the EC variable =  $0.003 < 0.05$ . These results conclude that regression model I, namely the EC variable has a significant effect on JC. The value of R<sup>2</sup> or R Square found in the Summary Model table is 0.056, which means that the contribution or contribution of EC's influence on JC is 5.6%, while the remaining 94.4% is the contribution of other variables was not included in the study. For the value of e<sub>1</sub>, it can be obtained from  $e_1 = \sqrt{1-0.056} = 0.971$ . Based on the Regression Model II output in Table 2 coefficients, it is known that the significance value of the variable EC =  $0.780 > 0.05$  and JC =  $0.026 > 0.05$ . These results conclude that regression model II, namely the EC variable does not effect on JS, while the JC variable has a significant effect on JS. The magnitude of the R<sup>2</sup> or R Square value found in the Model Summary table is 0.036, meaning that the contribution or contribution of the influence of EC and JC on JS is 3.6% while the remaining 96.4% is the contribution of other variables not included in the research. For the value of e<sub>2</sub>, it can be obtained from  $e_2 = \sqrt{1-0.036} = 0.981$ .

It is known that the direct effect given by EC on JS is 0.023. Meanwhile, the indirect effect of EC through JC on JS is the multiplication of the beta value of EC against JC with the beta value of JC on JS, namely:  $0.237 \times 0.184 = 0.043$ . Then the total effect given by EC on JS is the direct effect plus the indirect effect, namely:  $0.023 + 0.043 = 0.066$ .

**Table 2. Regression Analysis of the Effect of Ethical Climate and Job Crafting on Job Satisfaction of Health Workers in West Sulawesi Hospital**

Regression Model	Standardized Coefficients	Sig.	R. Square
Ethical Climate $>$ Job Crafting	0,237	0,003	0,056
Ethical Climate $>$ Job Satisfaction	0,023	0,036	0,780
Job Crafting $>$ Job Satisfaction	0,184	0,036	0,026

Source: Primary Data, 2020



Source: Primary Data, 2020

**Figure 1. Path Analysis of the Effect of Ethical Climate and Job Crafting on Job Satisfaction**

## DISCUSSION

Based on the Regression Model I output, it was found that the EC variable had a significant effect on JC. As for the Regression Model II output, it was found that the EC variable did not affect on JS, while the JC variable had a significant effect on JS. These results represent the findings in this study that JC mediates EC in increasing employee JS. Based on the results of the above calculations, it is known that the value of the direct effect is 0.023 and the indirect effect is 0.043, which means that the value of the indirect effect is greater than the value of the direct effect. These results indicate that indirectly EC through JC has a significant effect on JS. Thus, "there is an effect of EC (X) through JC (Y) on JS (Z)". A supportive ethical climate can affect employee commitment in the organization, so it is assumed that a high commitment to the organization can facilitate the emergence of Job Crafting among organizational staff.<sup>17</sup>

This is in line with the research of Sengkey and Meiyanto, which found that a positive work ethic climate is related to increasing employees' proactive efforts to make changes towards balancing job demands and job resources. This relationship is a predictor of the working climate together with transformational leadership, so that it makes a positive contribution to Job Crafting. This means that the more positive the perception of the work climate, the more Job Crafting will increase for hospital staff.<sup>2</sup>

The climate that supports Job Crafting in Tehrani Neshat's research, that a supportive ethical climate can facilitate employees to explore in finding work methods that can increase job satisfaction and reduce job fatigue. Work fatigue in the form of emotional exhaustion and deperson-

alization that develops together with a bad ethical climate in the organization, is influenced by professional values. The existence of a healthy ethical climate can guarantee the professional values of the organization and significantly increase job satisfaction and the quality of health services.<sup>12</sup> This is in line with M. Faramarzpour in his research which found that there was a significant direct relationship between aspects of ethical climate and job satisfaction of nurses in hospitals.<sup>18</sup>

Health care workers who have positive work satisfaction can defend patient's rights according to their values and beliefs in quality health services. Health workers who serve patients with an ethical climate will get personal satisfaction when they work. The ability of health workers to improve the quality of services depends on their work arrangements. The decline in the quality of health services may be due to excessive job demand.

The ethical climate is a function of organizational performance and procedures that vary between individuals and organizations. Ethical climate is part of the space or organizational culture that affects the ethical dimensions of employees and also their work efficiency in the workplace. Therefore, the ethical climate that affects the performance of the staff in the hospital.<sup>19</sup> A healthy ethical climate can facilitate ethical decision-making. The relationship between ethical climate and job satisfaction is in line with Abou Hashish E's research, that the ethical climate has a positive relationship with job satisfaction, professional competence, personal care, organizational support, organizational commitment, satisfaction with the quality of health services, convention management, and existing conflicts, work, career beliefs, efficiency effects, and collaboration between health workers.<sup>13</sup>

A positive climate can create job satisfaction for employees, so employees feel comfortable and last longer in the organization. The pleasant feeling obtained in health care is an index of job satisfaction. Therefore, if the hospital does not support the ethical climate of employees in the workplace, then the service will have an impact on work and will affect the effectiveness of the health provided to patients.

Health workers in the emergency department were found to experience work fatigue more due to the high level of work experience and many accept passive adaptive models while carrying out their jobs. So that it is important to provide organizational support as a factor that can increase job satisfaction for health workers.<sup>20</sup> This results in a better ethical climate, where health workers will respond well if there is ethical tension and causes of dissatisfaction in the workplace can decrease.

A poor ethical climate is characterized by developing emotional exhaustion in hospitals.<sup>21</sup> Yuhyung in his research found the role of emotional exhaustion and work ambiguity as mediation towards manager job crafting in reducing employee turnover. Job crafting can impact job satisfaction if hospital staff have another supporting factor, namely the ethical climate. A satisfying ethical climate can increase personal motivation which will impact on the performance of health workers. The ethical climate increases when the organization encourages work motivation for health workers. Employee motivation to fulfil the need for positive self-evaluation has an impact on job satisfaction through job crafting.<sup>22</sup>

A professional work climate is characterized by accepting of ethical codes, regulations, management, and voluntary work requests. Providing appropriate job crafting from the organization, can encourage work motivation, internalization of professional norms and values which will lead to better job satisfaction.<sup>12</sup> Job satisfaction is achieved so that the quality of health services can be optimal for patients. In providing a motivational boost, management must identify the dimensions of its employees' work activities in job crafting, apart from training and direct feedback.

## CONCLUSION AND RECOMMENDATION

Job crafting mediates an ethical climate to increase employee job satisfaction. Job crafting can have an impact on job satisfaction if health workers in hospitals have other supporting factors such as an ethical climate. To improve the ethical climate by providing motivation, management must identify the dimensions of employees' work activities in job crafting, apart from training and feedback from direct superiors.

Some questions arise from this study, how nurses can do job crafting while most of prosedur in patients care have a standard procedure, which can be a stressor for nurses. They should do repetition procedure leading to bored job. It is recommended for future research is doing qualitative research to explore the job crafting among nurses.

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