

Integrated Quality Management and Nurse Job Satisfaction: Unveiling the Non-Linear Relationship

Dardin¹, Huriati², Arbianingsih³, Mulyana Anwar⁴

¹Nursing Programme Study, Akper Mappa Oddang Makassar, Makassar, Indonesia

^{2,3}Department of Nursing, Faculty of Medical and Health Sciences, UIN Alauddin Makassar, Makassar, Indonesia

⁴Nurse Practitioner, Jala Amari Naval Hospital, Makassar, Indonesia

Corresponding author: huriati.bahuddin@uin-alauddin.ac.id

ABSTRACT

Background: Job satisfaction is an essential aspect in hospitals that can increase the productivity of services. In achieving a good hospital image, minimizing negative perceptions of the hospital is necessary. However, the problem that often arises in human resource management is finding the best way to achieve employee job satisfaction.

Purpose: This study aims to determine the relationship between integrated quality management and the job satisfaction of nurses in hospitals.

Methods: This study uses a quantitative research design with a cross-sectional study approach. The sampling technique uses Purposive sampling. The sample obtained was 144 respondents. Sampling using a questionnaire. Data analysis using Pearson correlation.

Results: The results of this study found that there was no significant relationship between integrated quality management and nurse job satisfaction. Many factors influence nurse job satisfaction.

Conclusion: Integrated quality management does not directly affect nurses' job satisfaction but is mediated through other variables.

Keywords:

Hospital; Integrated Quality Management; Job Satisfaction; Nursing.

©2022 Author

Under the licence CC BY-SA 4.0

BACKGROUND

Job satisfaction is an essential aspect in hospitals that can increase the productivity of service services. In addition, job satisfaction is one factor that affects a nurse's performance and determines the quality of nurse services to patients. Fulfilled job satisfaction positively impacts patient care outcomes. Therefore, ensuring nursing job satisfaction is vital to achieving optimal patient service. Satisfied nurses tend to provide better and higher-quality services, increasing patient and family satisfaction thereby enhancing the hospital's reputation and financial performance (Budi et al., 2019).

In achieving a good hospital image, minimizing negative perceptions of the hospital is necessary. However, the problem that often arises is finding the best way to gain employee job satisfaction to improve the quality of healthcare services. Employees will

certainly obtain job satisfaction if there is a correlation between expectations and reality obtained at the workplace (Pangulimang et al., 2019).

Nurse satisfaction before the COVID-19 pandemic was still low from the standard. Research conducted to measure the job satisfaction of nurses in the inpatient room found that the average satisfaction was only 52.46% in the satisfied category (Rizany et al., 2020). Another study at Bitung Hospital stated that only 2.2% of nurses were satisfied with their jobs (Tisa et al., 2018). In addition, research conducted at the Jakarta Military Hospital also found that the average satisfaction showed results of around 67% (Rizany et al., 2019). There is a lack of research data on nurse job satisfaction after the COVID-19 pandemic.

The results of preliminary studies in several hospitals show that many nurses are dissatisfied with their work when considering the workload and the income generated. The low job satisfaction of nurses is due to many factors. Nurse satisfaction is caused by service scheduling, nurse characteristics (gender, age, work experience, education level), work experience, salary, support, and service scheduling. Other research also states that satisfaction is influenced by personal factors of nurses, organizations, managerial, economic, scientific, and professional (Rizany et al., 2022).

Many studies emphasize the critical role of job satisfaction in helping organizations achieve their goals, particularly by meeting employee needs. Job satisfaction significantly influences employee performance and the quality of patient care services (Pangulimang et al., 2019). Additionally, job satisfaction is influenced by the implementation of quality management in hospitals. In this context, Integrated Quality Management (IQM) combines quality principles and practices across hospital departments to improve overall service quality. Effective hospital service quality directly enhances patient satisfaction and supports nurses as frontline care providers (Zakaria & Syahrani, 2024).

OBJECTIVE

Based on this background and recognizing the importance of quality management implementation and nurse job satisfaction in hospitals, this study aims to examine the relationship between Integrated Quality Management (IQM) and nurse job satisfaction in hospitals. The study focuses on how IQM practices within selected hospitals impact nurses' job satisfaction.

METHODS

This study employs a quantitative, cross-sectional design. The population comprises nurses working in the inpatient wards of hospitals. Purposive sampling was used to select 144 nurses from 3 type B hospitals in Makassar City. The three hospitals were randomly assigned to represent the diverse hospital settings in Makassar. Data collection was conducted via questionnaires validated for reliability and validity. The Pearson correlation test was used for data analysis. Before data collection, ethical approval was obtained from the Health Research Ethics Committee of the Faculty of Medicine and Health Sciences, UIN Alauddin Makassar. This study specifically focused on inpatient ward nurses to control variations in the work environment across departments.

RESULTS

The following presents the characteristics of the respondents and statistical tests of the correlation between integrated quality management and the satisfaction of nurses' performance in hospitals.

1. Characteristics Respondent

Table 1. Frequency Distribution of Respondent Characteristics (n=144)

Characteristic	Frequency (n)	Percentage (%)
Age		
Adult	120	83,3%
Pre-Elderly	24	16,7%
Gender		
Male	7	4,9%
Female	137	95,1%
Work Agency		
RS Labuang Baji	50	34,7%
RS Bhayangkara	44	30,6%
RS Haji	50	34,7%
Working Period		
>10 years	94	65,3%
6-10 years	19	13,2%
1-5 years	18	21,5%
Attend Training		
Yes	120	83,3%
No	24	16,7%
Position		
BLU Nurse	11	7,6%
Associate Nurse	2	1,4%
Advanced Nurse	4	2,8%
Managing Nurse	127	88,2%

Table 1 shows that most respondents are in adulthood, with as many as 120 respondents (83.3%) and pre-elderly, as many as 24 respondents (16.7%). Based on gender, most respondents were female, amounting to 137 people (95.1%), while the work intensity of most respondents at Labuang Baji Hospital and Haji Hospital was 50 people (34.7%). In terms of the length of service of the respondents, more than ten years, 94 people (65.3%), and most of the respondents' positions were implementing nurses as many as 127 people (88.2%).

2. The Relationship between Integrated Quality Management and Nurse Performance Satisfaction

Table 2. The Relationship between Integrated Quality Management and Job Satisfaction

Variable	Frequency (n)	Percentage (%)	p-value
Job Satisfaction:			0,106
Good	77	53,5	
Enough	66	45,8	
Less	1	0,7	
Integrated Quality Management:			
Good	131	91	
Enough	13	9	

A total of 77 (53.5%) respondents stated that nurses' job satisfaction was in a good category, as many as 66 (45.8%) respondents stated that nurses' job satisfaction was in the fair category, and as many as 1 (0.7%) respondents stated that nurses' job satisfaction was in the poor category. As many as 131 (91%) respondents stated that integrated quality management was in a good category, and 13 (9%) respondents stated that integrated quality management was in the sufficient category.

DISCUSSION

The results of this study confirmed that no significant relationship exists between integrated quality management and nurses' job satisfaction in the three type B hospitals studied. This finding aligns with previous research on nurses in East Luwu hospitals, which also showed no significant correlation between nursing service quality and job satisfaction (Budi et al., 2019).

Several other factors beyond quality management contribute to nurses' job satisfaction, including age, length of service, employment status, and career path. Motivation tailored to these factors is essential to maintain high nurse satisfaction and commitment. While integrated quality management was rated as good (91%) in the hospitals studied, only 53% of nurses reported job satisfaction, with 45.8% indicating moderate satisfaction. This suggests that although quality management is essential, it alone may not fully influence job satisfaction. Service schedule flexibility and compensation emerged as key unmet nurse expectations. Nurses expressed a particular desire for more flexible scheduling and improved rewards related to their performance. These compensation-related aspects appear to have not been sufficiently fulfilled, which could explain why some nurses remain less than fully satisfied despite good quality management implementation (Rizany et al, 2022).

Integrated Quality Management is a philosophy focusing on customer expectations and needs to enhance organizational performance through leadership, strategic planning, customer focus, staff focus, knowledge management, measurement and analysis, and process management (Malcolm Baldrige criteria). Effective quality management can increase employee productivity and performance (Sari et al., 2018). However, in this study, quality management was implemented well, but a few nurses were still unsatisfied. One of the factors that can also affect a nurse's job satisfaction is the service schedule.

Nurses expect flexibility in schedules and provide the lowest ratings on compensation-related statements. Nurses show an indication that the compensation factors that can be in the form of schedule flexibility and rewards from this performance have not been appropriately fulfilled, so even though the management has been implemented well, there are still other expectations from nurses that have not been met in the flexibility of work and salary (Rizany et al., 2020).

Integrated Quality Management is a management philosophy that focuses on customer expectations and needs to improve customer satisfaction and organizational performance to improve products, services, and process improvements. According to Malcolm Baldrige's theory, there are several elements in integrated quality management: leadership, strategic planning, customer focus, staff focus, knowledge management, measurement and analysis, and process management. Effective implementation of all of the elements of quality management can increase the productivity and performance of its employees (Sari et al., 2018).

Job satisfaction is an affective or emotional response to various aspects of a person's job. Job satisfaction results from an individual's estimate of a job or experience that is positive and pleasing to him. It is necessary to pay attention to several aspects, including making work fun, paying salaries according to the level of work, finding jobs that match the interests of employees, and avoiding boredom and repetitive work to increase job satisfaction (Amran, 2023). In this study, learn from three hospitals as a sample; although quality management has been well implemented, several factors still make nurses not fully satisfied with their work, including income. Most nurses are still unsatisfied with their income from the work done. The lack of satisfaction can be felt, especially in colleague relationships and salary. Despite good quality management practices, factors such as income dissatisfaction and interpersonal relationships continue to reduce nurses' job satisfaction. Organizations must carefully evaluate workload distribution to avoid overload, conflicts, and perceptions of unfairness among staff (Sari et al., 2018).

CONCLUSION

There was no significant relationship between integrated quality management and the job satisfaction of nurses in hospitals. Many factors affect the job satisfaction of nurses, including external and internal factors. Internal motivation factors are the factors that most affect nurses' dissatisfaction at work, such as flexibility in service schedules and work compensation from nurses. This study provides recommendations to hospitals to increase job satisfaction for nurses. In addition to implementing integrated quality management, they should also pay attention to efforts to improve the internal motivation of nurses. The limitation of this study is that many factors are not involved in the research, so it is hoped that future research can involve more factors that affect nurses' job satisfaction.

ACKNOWLEDGMENTS:

We thank Bhayangkara Hospital, Hajj Hospital, Labuang Baji Hospital, and the Department of Nursing, Faculty of Medicine and Health Sciences of UIN Alauddin Makassar for assisting with this research.

REFERENCES

- Amran, R. (2023). Total Quality Management and Job Satisfaction Towards Nurse Performance. *Scientific Journal*, 2(3), 110–116. <http://journal.scientific.id/index.php/sciena/issue/view/10>
- Budi, A., Wahyuni, D., Studi, P. S., & STIKes Batara Guru Sorowako, K. (2019). The Relationship Between Nurses' Job Satisfaction and the Quality of Nursing Services in the Inpatient Room of Blud I La Galigo Hospital, East Luwu Regency. *JIKKHC*, 03(02).
- Pangulimang, I., Pandelaki, K., & Porotu', J. (2019). Factors Related to Job Satisfaction of Nurses in the Inpatient Room of Sawang Field Hospital. In *Jurnal KESMAS* (Vol. 8, Issue 6).
- Rizany, I., Hariyati, R. T. S., Afifah, E., & Rusdiyansyah. (2019). The Impact of Nurse Scheduling Management on Nurses' Job Satisfaction in Army Hospital: A Cross-Sectional Research. *SAGE Open*, 9(2). <https://doi.org/10.1177/2158244019856189>
- Rizany, I., Rahmaniah, L., Setiawan, H., Studi Ilmu Keperawatan, P., Kedokteran, F., & Lambung Mangkurat, U. (2020). The Relationship between Nurse Service Scheduling and Nurse Job Satisfaction in Inpatient Installations. *Jurnal Kepemimpinan Dan Manajemen Keperawatan*, 3(1). <https://doi.org/10.26594/jkkm.v3.i1.554>
- Rizany, I., Yakin, R., Rusydianur, R., Risnadi, D., Adawiyah, R., Fikri, M. K., & Azhar, A. (2022). Factors affecting Nurse Job Satisfaction during the Covid-19 pandemic in Several Hospitals in South Kalimantan. *Dunia Keperawatan: Jurnal Keperawatan Dan Kesehatan*, 10(1), 1–7. <https://doi.org/10.20527/jdk.v10i1.44>
- Sari, D. E. K., Surachman, & Ratnawati, K. (2018). The Effect of Total Quality Management (TQM) on Employee Performance with Job Satisfaction Mediation. *Jurnal Bisnis Dan Manajemen*, 5(1), 11–25.
- Tisa, V. L., Kawatu, P. A., & Sondakh, R. C. (2018). The Relationship Between Workload and Job Satisfaction with Work Stress in Nurses at Bitung Regional General Hospital. *Jurnal Kesmas*, 7(3).
- Zakaria, & Syahriani, E. (2024). The Influence of TQM and Quality of Health Services on Patient Satisfaction and Its Implications for the Performance of UPTD Employees of the Jeumpa Health Center, Bireuen Regency. *SingKite: Management, Business Adn Entrepreneurship Journal*, 3(1), 58–65.