

The Influence of Competence, Work Discipline and Salary on Nurses' Job Satisfaction and Ability in Providing Service at PT. Zulu Alpha Papa Makassar

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Abstract

Human Capital is one of the company's assets as intangible resources, which create a competitive advantage of the company, so these assets need to be fostered and developed through a training and development process in order to increase the competence and discipline of nurses in providing services to clients. The research approach used quantitative methods through questionnaires given to the nurses of PT. Zulu Alpha Papa Makassar. The results showed that: 1) competence had a positive and significant effect on the ability to serve nurses. This mean that the higher competence of nurses, the better their ability to serve, 2) work discipline had a positive and significant impact on the nurses' ability. This means that the higher the work discipline of nurses the better their ability to serve, 3) the salary was not a significant influence on nurses' satisfaction. This mean that nurses who were not satisfied with the service received influence the performance.

Keywords: Competence, Work Discipline, Salary, Satisfaction

Introduction

PT. Zulu Alpha Papa Makassar is a beauty clinic that serves clients in beauty services. In the last five years the nurse turnover rate at PT. Zulu Alpha Papa Makassar is quite high at 53%, this is due to the recruitment process of nurses which less on paid attention to aspects of job analysis by taking into this job. Their job description, job specifications, and job performance standards and working hours are too long. The demand for high competence and strict work discipline is a factor triggering the high turnover of nurses even though it is supported by a high salary. So that the renewal of this study that a high salary is not a guarantee that a nurse has high organizational commitment. Job satisfaction reflects one's feelings about their work.

This study examines aspects of competence and work discipline on the nurses' ability to serve at PT. Zulu Alpha Papa Makassar on clients and the effect of nurses' salary toward organizational commitment. Competence in this study is interpreted as the capacity of intellectual capital the human capital in the form of hard competence and soft competence². While work discipline is interpreted as the attitude of the employees to behave in accordance with the established rules in which they work³. This research also discusses salary which is defined as reward or repayment for work done by someone⁴, while organizational commitment is interpreted as the attitude shown by employees to remain in the organization and sense of belonging to the organization⁵. This organizational commitment emerge when employees are satisfied with their work, thus employees who are satisfied with their work have high motivation to have good performance and benefit ultimately benefit for both individual employees and the organization.

Literature Review

Competence

The concept of competence is starting to become a trend and is widely discussed and is now becoming very popular especially in the environment of multinational and "modern" national

companies. The term and concept of competence was introduced by an American management writer in the book "The Competence Manager". In the book Boyatzis conveyed the argument that US business managers must have certain competencies if US business and economy do not want to be defeated by Japan and Europe. Research results shown that the results of tests of attitude, knowledge, learning achievement (GPA) are still the indicators of performance and success in a career or job⁶. However, in subsequent research developments, competence in the form of intellectual intelligence (IQ) began to be criticized and was no longer considered the only aspect in improving career performance and achievement.

The results of Goleman's research found that intellectual intelligence contributes only 20% in determining success, while 80% is influenced by other factors including emotional intelligence and spiritual intelligence. Goleman further stated that in facing the 21st century, intellectual intelligence and emotional intelligence alone are not enough, without being accompanied by spiritual intelligence as a support at work. To be successful in life and activities, the three potentials of human intelligence, namely IQ, EQ, and SQ must be able to be integrated as a form of competence or strength of intellectual capital.

Competence is an ability based on the skills and knowledge that is supported by work behavior and its application in carrying out tasks and work in the workplace that refers to specified work requirements⁷. Spencer and Spencer explained that competence in relation to one's performance can be classified into two types⁸, namely: 1) threshold competencies, namely the minimum and essential criteria required / demanded from a position and must be fulfilled by each position holder to be able to work to carry out the work effectively, 2) differentiating competencies, which are criteria that can distinguish between people who always achieve superior performance and people who only average performance. Furthermore Spencer and Spencer said that competence is something that underlies individual characteristics such as: 1) motives is, something that is consistently thought about that causes action, 2) traits is physical characteristics and consistent responses to situations and information, 3) self- concept, namely attitudes, values or one's self-image. Confidence is the belief of people that they can be effective in every situation, 4) knowledge, namely information possessed by people in a specific field, and (5) skill is the ability to do certain physical or mental tasks.

Individual competence is born from a training and development process carried out either by the organization or at the initiative of the individual itself. Increasing individual competence requires both intrinsic and extrinsic motivation. One theory that can be used as a basis for the formation of competencies is the field theory pioneered by Kurt Lewin by an organized psychophysical field that similar with gravitational law. Furthermore, Kurt Lewin developed this theory by positioning a person to gain competence because the gravitational field around him contributes to the individual's individual potential. That is, individual competence is influenced and shaped by their environment. The environment here is positioned as a source of learning. In addition, the information system that a person gets from his environment in the form of experience gained empirically through observation, scientific knowledge he receives from formal education, and the skills he independently contribute to the formation of his competence.

Work Discipline

Work discipline can be defined as an attitude of respect, respect and obedience to applicable regulations, both written and unwritten. Then they are able to carry it out and not avoid receiving sanctions if it violates the duties and authority given to it⁹. Good discipline grow and spread out from the results of human consciousness. Discipline that is not sourced from a human conscience causes less discipline in short term. Work discipline is the rules related to 10: 1) Rules for admission, return and rest hours, 2) Basic rules for wearing and behaving at work, 3) Regulations for ways of doing work and dealing with other work units, and 4) Regulations about what can and should not be done by employees in the company.

Work discipline can be measured by the following indicators: 1) Compliance with regulations, 2) Compliance with official orders, 3) Compliance with working hours, 4) Compliance in uniform, 5) Compliance in the use and maintenance of office facilities and infrastructure, and 6) Work according to procedure¹¹.

Salary

Salary is one of the important things for every employee who works in a company, because with the salary a person can fulfill his life needs. The basic salary is the payment employees receive monthly, weekly or hourly as a result of their work¹². Another opinion states that Salary is a substitute for services that workers have provided in their work¹³.

Determination of the amount of salary, related to the quality of employees owned by the company. Based on the results of research found that there is a close correlation between the size of the income earned by employees with the quality of work of these employees. The reality is that employees are not only attracted by financial drives, satisfaction with work and other goals are important to employees. Besides the quality of employees, the provision of salary is also related to a sense of fairness between employees in one company and between employees in several companies. A statement said that increased salary accompanied by an increase in employee productivity, but the reality is not the case, because salary is not the only factor affecting productivity levels. The level of employee skills and the technology used are two other important factors that affect the level of productivity. Other factors such as management attitudes, the way they treat employees and the physical and psychological work environment, as well as other aspects of company culture also affect employee productivity.

Organizational Commitment

The concept of organizational commitment as a concept of commitment that grows from employees, this commitment grows in line with the loyalty felt by employees towards the organization, as a result of the strong attachment of employees to the organization¹⁴. One of the goals of organizational commitment is to encourage individuals to improve performance, so Martin and Nicholis state there are four pillars that affect commitment, namely 1). A sense of belonging to the organization, the pillar of the employee commitment model that is built based on expanding information on employees, employee involvement in company activities, and building success, 2). A sense of excitement in the job, which is a pillar of employee commitment that is built based on employee interest in the work currently being undertaken. This feeling is manifested in the form of employee pride in the company, and employee confidence in the company. 3). confidence in management, namely the employee's trust in the company as a whole, including leadership, dedication, and leadership abilities, 4). suitability values, meaning that someone will feel comfortable in work if there is a positive contraction between the values owned by individuals with the value of the company.

Organizational commitment can be measured by indicators: 1) Affective commitment, which consists of: employee trust in the company, strong employee emotional relations with the company, employee feelings about the company as part of his life, and feelings of employees to work in the company, 2) continuous commitment, consists of: employee interest and endurance in his work, personal sacrifice of postponement of work, staying in the current job because there is no other choice, and there is life disruption if leaving work, and 3) Normative commitment, consisting of: reluctance to leave the company, concern for the employee if the worker leaves the company, the feeling of being obliged to stay in the current job, and the prejudice less good than others if leaving the job¹⁵

The definition of organizational commitment has been stated by experts, which are basically that organizational commitment is related to the attitude of individuals who believe and are willing to accept the goals and values of the company, the desire, and the willingness to strive

earnestly for the preservation of the company's goals, and a strong desire to maintain membership in the company.

Job satisfaction

Satisfaction refers to an individual's general attitude towards his job. Someone with a high level of job satisfaction shows a positive attitude towards work. Job satisfaction turns out to be a very popular topic among psychologists, industry and management. Job satisfaction is an emotional attitude that is fun and loves work. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed at work, outside of work, and a combination of the two¹⁶. Job satisfaction reflects one's feelings about their work. This is seen in the positive attitude of employees towards work and everything that is faced in the work environment.

Employee job satisfaction can be measured using a work satisfaction theory approach¹⁷, namely: 1) Equity Theory, emphasizing that someone's satisfaction and dissatisfaction that is not fair from the workplace or in carrying out work and conditions obtained from the workplace or comparing him with other employees both inside and outside the company, 2) Discrepancy Theory, emphasizing the measurement of job satisfaction by calculating the difference between what should be received with the reality he received, and 3) Two factor theory from Herzberg, which outlines Hygiens Factor is a factor that causes employee dissatisfaction such as: quality of supervision, salary, company policies, physical working conditions, relationships with others, and job security, while motivating factors as employee satisfaction include: promotional opportunities, developing opportunities, recognition, responsible, and achievements.

Hypothesis

1. Competition has a significant effect on the nurses' ability at PT. Zulu Alpha Papa Makassar,
2. Work discipline has a significant effect on the nurses' ability at PT. Zulu Alpha Papa Makassar,
3. Salary has a significant effect on job satisfaction and employees' performance of PT. Zulu Alpha Papa Makassar,

Research Method

Research Types and Approaches

This type of research was a quantitative study with an explanatory approach through a questionnaire as the research instrument that was given to 31 nurses of PT. Zulu Alpha Papa Makassar.

Data Types and Sources

Qualitative data types are needed to explain various things narratively about the data presented. While the type of quantitative data was to calculate the results of processed statistical data in accordance with its interpretation. The main data source in this study was primary data obtained through the results of a questionnaire given to nurses PT. Zulu Alpha Papa in Makassar City.

Definition of Variable Operations

1. Performance is a work that achieved by an employee in carrying out the tasks assigned to him, with indicators of quality of work, quantity of work, timeliness and achievement of targets.
2. Competence is the work ability of every individual which includes aspects of knowledge, skills and work attitudes that are in accordance with the established standards. Indicators of the competency variable include: knowledge, abilities (skills), work experience.
3. Work discipline is obedience to all regulations made by the organization to achieve

organizational goals. The indicators are obedience on working hours, obedience to regulations, compliance in uniform.

4. Salary is a payment received by employees monthly, weekly or hourly as a result of their work.
5. Employee job satisfaction is employee job satisfaction from the work environment to achieve organizational goals. The indicators are: promotion opportunities, developing opportunities, responsibilities, relationships with others.

Data analysis method

Data analysis method is used to interpret data that had been processed using SEM analysis. So as to describe the influence of competence, work discipline and salary variables, multiple linear regression analysis was used with the following equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \quad (1)$$

Results and Discussion

Characteristics of Respondents

The characteristics of the respondents referred to the identity of the nurses of PT. Zulu Alpha Papa which consists of: 1) age and 2) level of education as shown in the table:

Table 1. Composition of Respondents by age and level of education

No	Characteristics of respondents	Frequency	Percentage(%)
1	20 - 30 years old	Age 27	87.1
		31 - 40 years old	4
	2	SMA / equivalent Diploma S1	Level of Education 1
8			25.8
22			71

Source: Primary Data (processed) 2019

This data shown that from the age was 87.1% of PT. Zulu Alpha Papa with 20-30 years old who was still relatively young so it is possible to have high productivity. Likewise in terms of education level 71% had a bachelor degree so that in terms of competence of nurse at PT. Zulu Alpha Papa was quite good or competent in their field.

Regression Analysis and Hypothesis Testing

Table 2. Hypothesis Testing

HIP	Independent Variable	Dependent Variable	B	Beta	Influence t hit	p-value	Information
H1	Competence	The Performance	0.228	0.213	2.171	0.039	Significant
H2	Work Discipline	The Performance	0.554	0.618	3.513	0.002	Significant
H3	Satisfaction Work	The Performance	0.146	0.139	1.328	0.195	insignificant
R = 0,905							
R Square = 0,818							
F = 40,535		Sig = 0,000					
Regression equation		Y = 0,282 + 0,228X ₁ + 0,554X ₂ + 0,146X ₃ + €					

Source: Appendix 4 for data processing

Regression analysis was performed to prove the hypothesis proposed in this study, namely to analyze the influence of the independent variables on the dependent variable, and to test the research hypotheses that had been stated previously.

Based on the empirical model proposed in this study, testing of hypotheses can be tested through regression coefficient testing. The basis for testing hypotheses in research using p-value, if the p-value is less than 0.05, the influence between variables was significant. The test results were presented in the following table 2.

Discussion

Effect of Competence on the ability to serve Nurses PT. Zulu Alpha Makassar

Table 2 shows that competence had a significant positive effect on the nurses' ability to serve with a p-value = $0.039 < 0.05$ and a coefficient value of 0.228. This coefficient value indicated that the better the competency of the nurse, the ability increase. This prove that the competency of the nurses of PT. Zulu Alpha Papa Makassar was classified as good and in accordance with the basic tasks or positions given, where there were 8 doctors, 12 nurses, and 11 administrative and technical staff with an education level of 71% undergraduate (S1). So the high level of knowledge, the ability to understand, carry out and provide satisfying services were easily done by nurses of PT. Zulu Alpha Papa Makassar.

The results of this study were in line with the results of Murgianto's research, which both found that competence had a significant effect on performance¹⁸. Likewise the research results of Jusriadi et al. Found that the ability of intellectual capital, the human capital, greatly determines one's ability to achieve good performance¹⁹.

Effect of Work Discipline on the nurses' ability to serve of PT. Zulu Alpha Makassar

Table 2 shows that work discipline had a significant positive effect on the ability to serve with a p-value = $0.002 < 0.05$ and a coefficient value of 0.554. This coefficient value indicated that the better the work discipline of nurses, the ability to serve increase. This proves that the nurses of PT. Zulu Alpha Papa Makassar adheres to the rules set by the company where 30 minutes before operational hours begin, all nurses should attend to prepare themselves and the treatment room before the client comes and to attend a briefing before operating hours start, where operating hours at PT. Zulu Alpha Papa in Makassar city starts at 10:00. Although there are still some employees who still come late, but it did not make the performance of employees at PT. Zulu Alpha Papa in Makassar decrease.

The results of this study are also in line with the results of the study of Astadi Pangarso and Putri Intan Susanti, who both found that work discipline had a significant effect on performance²⁰.

Effect of Salary on Job Satisfaction and Nurse Performance of PT. Zulu Alpha Makassar

Table 2 shows that the salary does not significantly influence nurse satisfaction with p-value = $0.195 > 0.05$ and coefficient of 0.146. This means that the high salary given by PT. Zulu Alpha Papa Makassar is not enough to be a source of motivation for nurses to feel satisfied with their work. Nurses' dissatisfaction with their work is caused by working hours that are too high and nurses also need time off and holidays, so financial motivation does not make nurses happy with their work.

Conclusion

The results showed that: 1) Competence had a positive and significant effect on the nurses' ability at PT. Zulu Alpha Papa Makassar. This means that the higher the competency of nurses, the better the ability to serve, 2) The work discipline had a positive and significant impact on the nurses' ability to serve at PT. Zulu Alpha Papa Makassar. This means that the better the work discipline of

nurses, the better the ability to serve, 3) Salary is not a significant effect on the satisfaction of nurses. This means that the high salary given by PT. Zulu Alpha Papa Makassar is not guarantee as source of motivation for nurses to feel satisfied with their work. Nurses' dissatisfaction with their work is caused by working hours that are too long and nurses also need time off and holidays, so the financial motivation provided does not make nurses happy with their work.

Limitations of this research are: 1) This research was only conducted in the office of PT. Zulu Alpha Papa in Makassar city cannot be generalized in general in other places, and 2) This study only uses the measurement of nurses' perceptions to determine competence, work discipline, salary, job satisfaction, and the ability of nurses is bias. From the limitations of the study, it is recommended that there are several other variables that can affect job satisfaction and performance of nurses at PT. Zulu Alpha Papa Makassar that needs further investigation such as: leadership, supervision, motivation, and other variables that can affect nurses' performance.

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