Job Satisfaction In Nurses Perspective, Its Antecedent And Its Outcome
A Systematic Review

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Abstract: Background: Nurses today play an integral and important role in health care system. Nurses are health care agencies that play structural role and bring mission to change a better organization. So nurses become the determinant factor in health services. Purpose: These systematic review is determined to describe the antecedent and outcome of nurses' job satisfaction. Method: A systematic review was conducted by searching in online article. Research articles published were restricted to 2011-2018 and identified from the following database: Sage, Google Scholar, Scopus and Science Direct. Result: from the article search, we obtained 20 article. From these finding, the antecedent of nurse' job satisfaction are empowerment, organizational commitment, work environment, transformational leadership, and work engagement. The outcome of nurse' job satisfaction are lower burnout, higher intention to stay, and lower turnover intention. Conclusion: to create higher nurses' job satisfaction, the nursing management should consider about empowering nursing staff, create good environment, create work engagement and foster the nursing staff commitment.

1   INTRODUCTION

Nurses are health care agencies that play a structural role and bring a mission to change a better organization. So that in line with this the nurse becomes one of the key or determinant factor in health service of an organization in all layers of health care center, if the nurse is considered good then will also be good service in an organization (Teixeira and Barbieri-Figueiredo, 2015). Various issues occurring within the scope of nursing and health care require that the nursing managerial level improve the nursing work environment, improve nurse retention, and improve nurse satisfaction, so as to have a positive impact on the quality of health services provided (Bawafaa, Wong and Laschinger, 2015). This systematic review discusses what things can be improve by the management of the organization to improve job satisfaction nurse and the effect of the nurses job satisfaction.

2   METHODS

This systematic review begins with searching for articles related to the topic. The topic of this systematic review is about nursing job satisfaction. The articles were retrieved from Google Scholar, Sage, Scopus, and Science Direct. Keywords used to search the articles were: "nursing" and "job satisfaction". The inclusion criteria used in this systematic review are: the article is restricted from years 2011-2018, the research article, articles in English language, articles with observational or cross sectional method, and research articles with nursing as research subject.

As a result of searching by keywords, the corresponding articles was found. Then, the corresponding articles were selected and included in the systematic review. In the end, 20 articles obtained in accordance with the purpose of systematic review.

3 RESULTS

From the 20 articles, most of the article state that nurse' job satisfaction have effect on burnout and turnover intention. Burnout can explained by emotional exhaustion, depersonalization and decreased feeling of personal accomplishment (Tarcan *et al.*, 2017). Job satisfaction also exerted strong effect on turnover intention (De Simone, Planta and Cicotto, 2018). Based on Hezberg motivation theory, factors of nurse' job satisfaction are consist of two item, motivators and hygiene factors. Opportunity for advancement is one of the motivators in nurse' job satisfaction that can improve intention to stay (Biegger *et al.*, 2016). Turnover intention was significantly explained by job satisfaction (Delobelle *et al.*, 2011). In the other article state that job satisfaction had stronger impact on actual turnover (Castle *et al.*, 2007).

There are many predictor or antecedent of nurse' job satisfaction. The organization that create good work conditions, positive leadership style, give support for nurse' staff, and have strong commitment are the factor that contribute to improve nurse' job satisfaction. In other words, to improve nurse' job satisfaction we must have big concerns in organizational factors, like commitment, work environment, support and leadership. In the article that we collected, we found that organization can create structural empowerment workplace to bring positive nurse outcomes. Kanter' structural empowerment stems from four sources, access to information, receiving support, ability to mobilize resources and opportunity that given by organizational to their staff (Yang *et al.*, 2014). Social support from co-workers and high work engagement effect on high nurse' job satisfaction. Work engagement and social support in health units are important determinants of job attitudes, health and well-being. Social support from supervisor and co worker, and work engagement are key elemnent in foster the level of nurse' job satisfaction (Orgambídez-Ramos and de Almeida, 2017). In line with this findings, The other item of work environment are pshycological environment. It must considered as a part of work environment. The study from (Khamisa *et al.*, 2017) showed that work stress associated with staff issue is a better predictor of job satisfaction. Other factor from organization is about leadership style. Positive leadership style that we can conclude from the article and have the positive impact on nurse' job satisfaction are transformational leadership (Boamah *et al.*, 2017), and resonant leadership (Bawafaa, Wong and Laschinger, 2015). Resonant leadership is the leadership style based on emotional intelligent of the leaders, so the leaders being able to motivate the follower through positive emotions (Bawafaa, Wong and Laschinger, 2015). Transformational leadership is a style which followers have trust and respect to the leader, so informally they can achive organizational goals (Boamah *et al.*, 2017).

Organizational support perception will help improve nurse' job satisfaction and organizational commitment (Chang, 2015). In the other research we found that organizational commitment and organizational culture are predictor of nurse' job satisfaction. Organizational commitment has been considered of one of the indicators for nurse' behavior in the organization, so it is essential to determine and understand about organizational commitment (Kim *et al.*, 2017). Choi, Cheung, and Pang (2012), state that attribute of nursing work environment that significant bearing on nurse' job satisfaction are professionalism, co-worker relationship, management, staffing and resources, and ward practice. From the organizational side we found that job satisfaction also predicted by work engagement and social support from supervisor and from co-worker (Orgambídez-Ramos and de Almeida, 2017). Work engagement and emotional supervisor support can improve nurse' job satisfaction. However, work environment that can foster acceptance, caring and trust by supervisor, in fostering engagement, in this way emotional support from supervisor can contribute to increase organizational well-being, include nurse' job satisfaction (Pohl and Galletta, 2017)

Professional commitment is the aspect of organizational commitment. Professional commitment influences both instrinsic and extrinsic job satisfaction,in line with this finding, intrinsic and extrinsic job satisfaction also impact on turnover (Hsu *et al.*, 2015).

4 DISCUSSION

Job satisfaction becomes an important study in a health service. The management of health services should consider employee job satisfaction, so that employees can provide maximum service that will ultimately impact on the satisfaction of health services' customers. Organizational support perception will help improve nurse' job satisfaction. Positive leadership style that we can conclude from the article and have the positive impact on nurse' job satisfaction are transformational leadership and

resonant leadership. However that should be a concrete action to make that happen.

5 CONCLUSIONS

Based on the results of the study, in order to create higher nurses' job satisfaction, the nursing management should consider about empowering nursing staff, create good environment, create work engagement and foster the nursing staff commitment. However, low job satisfaction can effect on burnout and turn over intention.

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