

The Role of Organizational Justice on Nurse Work Productivity's Result in Type B Hospitals in Serang

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ABSTRACT

Background: Productivity is the goal of every type of organisation, including nursing services. With high nurse work productivity, the service in hospitals will be better, and the quality of health services can be improved. Increasing productivity is one of the main parameters for every organisation to win the competition in the face of rapid environmental changes. **Objective:** This study aims to analyse the effect of work discipline, organisational justice, and organisational culture on nurse work productivity in inpatient rooms at Type B Hospitals in Serang, either partially or simultaneously. **Method:** The method used in this research is quantitative with the type of explanatory causality research. The population in this study were all nurses working in the inpatient room of Dr. Dradjat Prawinegara, with a total of 202 people. The sampling method used is probability sampling with a simple random sampling technique, so the sample size used in this study is 134 respondents. **Data analysis** used multiple linear regression analysis with SPSS software version 24. **Result:** The results of this study indicate that work discipline, organisational justice, and organisational culture together have a significant effect on nurse work productivity in inpatient rooms at Type B Hospitals in Serang. Work discipline has a significant effect on nurse work productivity in inpatient rooms at Type B Hospitals in Serang. Organisational justice has a significant effect on nurse work productivity in inpatient rooms at Dr Dradjat Prawiranegara. Organisational culture has a significant effect on nurse work productivity in inpatient rooms at Type B Hospitals in Serang.

Keywords: Nurse, organisational culture, organisational justice, work discipline, work productivity.

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I. INTRODUCTION

Productivity is the goal of every type of organisation, including nursing services. With high nurse work productivity, services in hospitals will be better, and the quality of health services can be improved (Hermansyah *et al.*, 2022). Work productivity is inseparable from human resources, in this case, nurses. Nurses play an important role in creating public views of health services, especially nurses in inpatient rooms. Nurses in inpatient rooms provide 24-hour service, so they have a very significant influence on the quality of hospital services for the community as service users at the hospital. Approximately 40-60% of services in hospitals are nursing services, and the decrease in work productivity will affect the quality of health services.

From DHHS (U.S. Department of Health and Human Services) data sources, there is a shortage of nurses with a predicted probability of 36% by 2020 in the United States. Despite improvements in hospitals, the average vacancy rate for nurse enlistment in the United States was 8.5% to 14%, with 49% of hospitals surveyed stating it was more difficult to recruit nurses.

The work productivity of nurses in the implementation of nursing care at all steps of the nursing process is not in accordance with the standard. Namely, 50% of the

assessments have not been filled in completely, 41% of the patient's diagnoses have not been in accordance with the data, 66% of the planning has not been in accordance with the standard of care, 72% of the implementation has not been in accordance with the plan, and 32% of evaluation results do not refer to goals. Besides the productivity of nursing care and the productivity in providing counselling, only 36.1% of nurses are doing well (Gerson *et al.*, 2017). The low work productivity of nurses will disrupt the productivity of the hospital as a whole because nurses are the largest human resource in hospitals.

Various studies on the work productivity of nurses show results that are still low. This will also be explained regarding the work productivity of nurses in the inpatient room at Type B Hospitals in Serang, which still has not shown optimal results. By looking at the results of the pre-survey conducted, overall, as many as 53% there were still many nurses who gave answers that did not agree, then as much as 67% showed the results of the work that had been done by nurses such as the incomplete results of filling in patient medical records which were still high and not in accordance with established standards expected. This condition, if left unchecked, will gradually become an inhibiting factor in providing health services.

Therefore, to provide quality nursing care, it is important

to address gaps in knowledge about the factors influencing nursing practice. Many factors can influence, among others, work discipline, organisational justice, and organisational culture, which together create optimal work productivity growth.

According to Davis and Newstrom (1985), work discipline is an implementation of management to reinforce applicable organisational guidelines. This is due to the important role of discipline in achieving organisational standards. The higher the employee discipline, the higher the work productivity that can be achieved. The results of the evaluation of the work discipline of nurses at RSUD Dr Dradjat Prawiranegara, which has been carried out, show that the level of work discipline of nurses is still not optimal. This is because the percentage value in December 2021 who arrived late was 58.20%, and leaving early was 1.80%. This value was higher than the percentage in the previous month, namely November, which was 43.23% late. The high rate of absenteeism among nurses is also due to the inability of the hospital management to take firm action against nurses who are always negligent with their responsibilities, so the perception arises that nurses continue to repeat their negligence to be absent from work. The absence of nurses certainly causes not an optimal performance in carrying out nursing care, so it causes a decrease in nurse productivity.

The next factor is organisational justice, which is a socially embedded concept that is involved in most aspects of life. Equity for nurses on the part of the organisation usually results in their higher productivity and better citizenship behaviour. Nurses who perceive fair treatment from the organisation tend to develop and maintain relationships with the organisation. However, perceptions of injustice can affect work attitudes and work behaviour. When an employee feels treated unfairly by the organisation, they are likely to behave counter-productively, resulting in lower nurse productivity and performance (Davis, 2015).

Conditions regarding organisational justice that occurred in Type B Hospitals in Serang were explained in the results of a pre-survey conducted on 30 nurses. It is known that as many as 59% of these conditions have not been implemented optimally due to the dominance of nurses giving disagreed answers to the statement that “*all work decisions are applied consistently to every employee.*” This is also supported by the results of interviews with the head of the nursing department at Type B Hospitals in Serang, which is known that there are still nurses who lack discipline in carrying out their work. Apart from being seen from the level of absenteeism, the morale of nurses is also felt to be reduced. This is due to the injustice factor, where nurses who often arrive late are treated the same as those who are diligent. In this case, employees who often arrive late only get a verbal warning without any sanctions, which makes nurses more disciplined. If this condition continues, it will have a negative impact on Type B Hospitals in Serang because nurses who experience injustice in the workplace will feel uncomfortable and experience a change in commitment to the organisation, which will have an impact on decreasing work productivity. According to Davis (2015), when an employee feels unfairly treated by the organisation, they tend to behave counter-productively, which can result in low nurse productivity.

Furthermore, from the results of a pre-survey of

organisational culture conducted on 30 nurses, it was found that the condition of organisational culture was still not running optimally because as many as 73% of nurses gave disagreed answers to the statement “*Organisations always encourage their members to act and behave as expected by the organisation.*” This condition is also because there are still nurses who have been rated verbally in writing but still do not change their behaviour because it is considered negative and not in accordance with the organisational culture. This is what causes the organisational culture in Type B Hospitals in Serang to be not optimal. If this condition continues, it will have an impact on decreasing productivity levels. For this reason, organisational culture factors also need to be considered because a strong organisational culture will encourage its members to act and behave as expected by the organisation. By following the policies that exist within the organisation, it is hoped that it can optimise employee productivity to achieve goals.

Based on the phenomena that occur and comparisons with previous studies, the researcher intends to conduct a study entitled “The Effect of Work Discipline, Organizational Justice, and Organizational Culture on Nurse Work Productivity in Inpatient Rooms at Type B Hospitals in Serang”.

II. OBJECTIVE

This study aims to analyse the effect of work discipline, organisational justice and organisational culture on nurse work productivity in inpatient rooms at Type B Hospitals in Serang.

III. METHOD

A. Design

A quantitative study with the type of explanatory causality research is applied in this research. The research was conducted from October to December 2022.

B. Sample, Sample Size, and Sampling Technique

The population in this study were all nurses working in the inpatient room of Dr. Dradjat Prawinegara, with a total of 202 people. The sampling method used is probability sampling, with the above sampling technique carried out by simple random sampling. Based on the calculation of the Slovin sample size formula above, the sample size used in this study was 134 respondents.

C. Instrument for Data Collection

Variables are measured using a questionnaire. The validity test with the Pearson product-moment correlation is said to be valid if the value of $r_{count} > r_{table}$. Data from 134 respondents were taken to test the validity. Invalid questionnaire items were not included in the subsequent analysis. Reliability test using Cronbach Alpha > 0.60 . The research results show that all the variables in this study are reliable. All variables tested for reliability were found to meet the requirements.

D. Data Analysis

The data analysis method used in this research is multiple

linear regression analysis using Statistical Product and Service Solutions (SPSS) software version 24.

IV. RESULTS

A. Data Demographic

Table I shows that the majority of respondents in this study were 99 women (73.9%) and 35 men (26.1%). So, most nurses in the inpatient room at Type B Hospitals in Serang are female. Respondents younger than 30 years of age were 28 people (20.9%), 31-40 years old were 93 people (69.4%), and 41-50 years old were 13 people (9.7%). It can be concluded that nurses in the inpatient room at Type B Hospitals in Serang are nurses aged between 31 – 40 years. Regarding education level data, it is known that nurses in the inpatient room at Type B Hospitals in Serang have high school or master's/doctoral education. However, it was found that nurses with Diploma education were 122 people (91%), S1 were 12 people (9%). It can be concluded that nurses in the inpatient room at Dr. Dradjat Prawinegara have a Diploma education. Data regarding the characteristics of respondents related to the length of service were found to be the most employees with a length of service of more than 5 years, as many as 81 people (60.4%), followed by employees who have worked 4-5 years as many as 28 people (20.9%), employees whom 18 people (13.4%) have worked for 3-4 years, 7 people (5.2%) have worked for less than 3 years.

TABLE I: CHARACTERISTICS OF RESPONDENTS

Characteristics		Amount	Percentage
Gender	Man	35	26,1 %
	Woman	99	73,9 %
Age	< = 30 Year	28	20,9 %
	31-40 Year	93	69,4 %
	41-50 Year	13	9,7 %
	51 years and over	0	0,0 %
Last education	SMA	0	0,0 %
	Diploma	122	91,0 %
	S1	12	9,0 %
	S2/S3	0	0,0 %
Length of work	Less than 3 years	7	5,2 %
	3-4 Year	18	13,4 %
	4-5 Year	28	20,9 %
	> 5 Year	81	60,4 %

B. Hypothesis Test

The first hypothesis is accepted. This is because the sig. 0.000 is less than 0.05. This means that there is a significant effect of work discipline, organisational justice, and organisational culture together on nurse work productivity in the inpatient room at Type B Hospitals in Serang. The results of testing the second hypothesis are accepted. This is because it obtains a sig. 0.000 is less than 0.05. This means that there is a significant influence of work discipline on nurse work productivity in the inpatient room at Type B Hospitals in Serang.

Furthermore, the results of testing the third hypothesis are accepted. This is because it obtains a sig. 0.000 is less than 0.05. This means that there is a significant influence of organisational justice on nurse work productivity in the inpatient room at Dr. Dradjat Prawiranegara. While the results of testing the fourth hypothesis are accepted, this is

because it obtains a sig. 0.000 is less than 0.05. This means that there is a significant influence of organisational culture on nurse work productivity in the inpatient room at Dr. Dradjat Prawiranegara. That 81.7% of work discipline, organisational justice, and organisational culture jointly affect nurse work productivity, and the remaining 18.3% is influenced by variables outside other research models.

V. DISCUSSION

A. Effects of Work Discipline, Organizational Justice, and Organizational Culture Together on Nurse Work Productivity

The results of the first hypothesis research show that there is a significant effect of work discipline, organisational justice, and organisational culture together on nurse work productivity in inpatient rooms at Type B Hospitals.

The three-box method analysis on the indicator of compliance with work regulations is the lowest average indicator where the lowest score is found in item WD8, “*I comply with company operational standards (SOP) in carrying out work,*” which means that there are still nurses who do not apply SOP in carrying out work. If SOPs are not implemented properly, it will have an impact on decreasing HR productivity and performance. So, there is a need for attention and supervision from management in the implementation of the SOP as a whole because supervision makes the nurses work to be disciplined, and the SOP can run well. The results of a study conducted by Hermansyah *et al.* (2022) state that work discipline has a significant and positive effect on work productivity.

It is known that based on the analysis of the three-box method, the procedural justice indicator is the lowest average indicator where the lowest score is found in item OJ4, “*All work decisions are applied consistently to every employee,*” which means that this aspect is something that can be perceived as fairness in an organisation that can affect productivity. This is because organisational justice is used as a predictor of behaviour and attitudes in the workplace. A person's performance can be worse or better depending on the perception of job fairness.

The outcome orientation indicator is the lowest average where the lowest score is found in item OC5, “*I am encouraged to be able to focus more on results,*” which means that there is a need for support from management to be able to increase a sense of togetherness, tolerance and kinship within the organisation, by the existence of a well-run organisational culture will have a positive impact in improving employee work results or can increase employee productivity.

B. Effect of Work Discipline on Nurse Work Productivity

The results of the second hypothesis research show that there is a significant influence of work discipline on nurse work productivity in inpatient rooms at Type B Hospitals, which supports the research of Amirianzadeh *et al.* (2018), which shows that work discipline has a significant and positive effect on nurse productivity. The higher the employee discipline, the higher the work productivity that can be achieved. The role of work discipline is very important in creating a conducive work situation and has implications for

behaviour that is in line with organisational goals. If each employee has significant work discipline, it is expected that work productivity can increase (Davis & Newstrom, 1985).

This research is in line with the results of research by Sipahelut *et al.* (2021), which shows a relationship between work discipline and work productivity. With discipline, it is hoped that the work will be more effective. A high attitude of discipline will lead to high work enthusiasm and morale, and the quality and quantity of work will be better and can be completed on time. This will have an impact on the realisation of company goals to be achieved. Apart from that, the results of the same research were also found by Hermansyah *et al.* (2022), which stated that work discipline had a significant and positive effect on work productivity.

It is known that the results of the three-box method analysis show that the dimension of compliance with work regulations (compliance with work regulations) has the lowest average index value compared to other dimensions, namely 111.1. The dimension of compliance with work regulations consists of indicators related to nurse compliance in following work regulations determined by Type B Hospitals, as well as compliance with company operational standards (SOP) in carrying out work. This shows that most of the implementing nurses have been able to apply the rules and obedience contained in the inpatient rooms of Type B Hospitals, although this suggests that there is still a lack of maximum adherence to the rules by nurses. Thus, it is better if the management of the nursing department of the hospital to improve the work results and work discipline of nurses in the hospital needs to provide rewards in a supportive manner and be able to set another example for nurses in the hospital so that a decrease in activities related to employee work discipline will be avoided and apply stricter penalties to hospital work activities in order to understand more broadly the importance of work discipline in companies in supporting work activities in order to create quality human resources. So, the management of the nursing department at Type B Hospital is able to be adequate, as well as increasing attention to organisational planning and sustainability, so that activities related to work discipline in employees can be fulfilled even better.

C. Effect of Organizational Justice on Nurse Work Productivity

The results of the third hypothesis research show that there is a significant organisational influence on nurse work productivity in inpatient rooms at Type B Hospitals. That is, the higher the organisational justice in a company, the higher the work productivity of nurses.

Organisational justice refers to the degree to which nurses view workplace procedures, interactions, and outcomes as fair. These perceptions can influence good or bad attitudes and behaviour, which in turn will have an impact on the productivity, commitment, and organisational success of nurses (Ajala, 2015).

It is known that the results of the three-box method analysis show that the procedural justice dimension has the lowest average index value compared to the other dimensions, namely 109.4. The dimension of procedural fairness, in this case, relates to the relationship between decision-makers and individuals involved in the decision-making process, which

consists of indicators regarding job decisions made by superiors that must be carried out objectively and all work decisions applied consistently to each employee. This shows that most of the practising nurses already feel that there is justice in the inpatient rooms of Type B Hospital, but there are still some nurses who feel that there is unfair behaviour being applied to every nurse.

The pre-survey that was conducted supports the results of this study itself, where as many as 59% of respondents stated that the condition of organisational justice for inpatient rooms at Type B Hospitals had not been implemented optimally because the dominant nurse gave disagreed answers to the statement regarding "all work decisions are applied consistently to every employee".

Employees who experience injustice at work may show a negative attitude, which leads to a change in commitment to the company where they work. Studies on the topic focusing on the role of justice in the workplace also prove that fairness has an important impact on the behaviour of every worker, including one's job satisfaction, absenteeism, and productivity.

The results of previous research conducted by Auf (2019) show that organisational justice has a positive and significant effect on nurse productivity. This indicates that justice is a socially embedded concept that is involved in most aspects of life. It is a common belief that justice must accompany the outcome of every endeavour. Justice is also conceptualised in organisations, which is referred to as organisational justice. Fairness to nurses on the part of the organisation usually results in higher productivity and better civic behaviour. In addition, the results of the same study were carried out by Ogwuche *et al.* (2018), who found that organisational justice has a positive effect on nurse productivity.

D. Effect of Organizational Culture on Nurse Work Productivity

The results of the fourth hypothesis research show that organisational culture has an effect on nurse work productivity. This indicates that the better the organisational culture in the hospital, the more comfortable the conditions for employees to work will be so that the work productivity of their employees will increase.

De Sivatte *et al.* (2015) explained that culture in organisational life is one way that organisations can informally support work-life balance in an organisation. Optimal organisational culture is where employees motivate and support each other in terms of work and non-work. In other words, the quality of work depends on the work culture that is applied. A good cultural system will positively influence individual attitudes and behaviour to secure effective and high-quality human resources. An understanding of sustainable organisational culture will support the company to improve its performance in the long run.

It is known that the results of the three-box method analysis of organisational culture variables show that the outcome orientation dimension has the lowest average index value compared to other dimensions, namely 107.5. Result orientation in this case relates to the extent to which management focuses more on results than on the techniques and processes used to achieve these results. The indicators

used to measure result orientation are regarding encouragement to nurses to be able to focus more on results. Besides that, management also encourages them to be able to implement an individual nurse assessment system in hospitals in order to increase work effectiveness in order to obtain optimal results. This shows that most nurses feel that the organisational culture in the inpatient room of Type B Hospital is good, but there are still some nurses who feel that the organisational culture has not been optimal. Thus, hospital management, especially the nursing department, needs to be considered because a strong organisational culture will encourage its members to act and behave as expected by the organisation.

The results of previous research conducted by Yudhy and Nur'aeni (2020) stated that organisational culture has a significant positive effect on employee work productivity. A good organisational culture will certainly provide characteristics that all stakeholders in the company can be proud of. Wahyuni and Purba (2021) found that organisational culture had a significant positive effect on employee work productivity. If organisational culture is well perceived by customers/consumers, this will increase productivity.

VI. CONCLUSION

There is a significant influence of work discipline, organisational justice, and organisational culture on nurse work productivity in the inpatient room at RSUD Dr. Dradjat Prawiranegara.

That is, the higher the nurse's work discipline, organisational justice and organisational culture, the conditions for employees to feel comfortable working so the higher work productivity can be achieved.

VII. SUGGESTIONS

Based on the results of the research described above, the researcher proposes several suggestions that can be used by several parties as follows:

- 1) Hospital management should make a clear and firm regulatory system and provide learning opportunities for outstanding nurses as a form of reward for carrying out nursing care performance and regarding compliance with work regulations, as well as conducting counselling, outreach to SPO, and providing knowledge about the impact of reducing productivity which can be detrimental to the hospital.
- 2) Make activity plans compiled in SPO or standard operating procedures related to the handover of written task reports.
- 3) Evaluate SOPs related to recording and reporting of nursing care standards so that implementing nurses can provide quality nursing care in carrying out their duties and responsibilities effectively and efficiently, especially the problem of working time and work rules that have been determined, and encourage and increase the level of discipline again Executing nurses by carrying out superior orders correctly.
- 4) Improving organisational fairness by consistently

implementing job decisions for all implementing nurses in inpatient wards, as well as paying attention to the remuneration system and differentiating the workload of nurses according to the competencies possessed by nurses with the work performed.

- 5) Management in the field of nursing in order to be able to discuss and then socialise the impact of the decisions made. In this way, nurses have indirectly participated in opinion, encouraging practising nurses to be able to focus more on results.
- 6) Paying attention to and reinforcing the existing organisational culture so that the hospital nurses feel comfortable and can influence the implementing nurses in increasing their work productivity.
- 7) Subsequent research can further expand by measuring the impact of nurse work productivity in completing nursing care reports so that they are appropriate and correct according to nursing care standards.
- 8) For research development, it is suggested that future research can add other variables such as motivation, training, job satisfaction, organisational commitment and work environment, which can affect nurse work productivity.
- 9) Expanding the study of the indicators of each variable through theory development efforts.
- 10) For further research to be able to use the population of nurse managers in measuring the effect on nurse work productivity, this aims to improve data accuracy and research results.

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