



Factors Influencing Job Satisfaction of Healthcare Workers at Bhayangkara Level III Hospital in Kendari City

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Received: 09-08-2024

Reviewed: 24-08-2024

Accepted: 09-09-2024

Abstract

Job satisfaction is a subjective experience influenced by individual values and personal perspectives. The greater the alignment between a job and a person's aspirations, the more happiness they are likely to feel. This research aims to identify the factors influencing job satisfaction among healthcare workers at Bhayangkara Tk. III Hospital in Kendari City in 2024. A cross-sectional survey method will be employed, with the research conducted from January to February 2024. The study population consists of 204 people, with a sample size of 135 healthcare workers selected through purposive sampling. The criteria for participation are active employment and willingness to be respondents. Data will be analyzed using univariate, bivariate, and multivariate methods. The results indicate that salary and incentives significantly affect job satisfaction. The work environment, workload, leadership recognition, and work motivation also have significant impacts on job satisfaction. In conclusion, Bhayangkara Tk. III Hospital must improve its incentive policies and workload management to enhance the motivation and satisfaction of its healthcare workers. Further studies with additional variables and more diverse methodologies are recommended to deepen the understanding of factors affecting job satisfaction in this sector.

Keywords: Satisfaction, Incentives, Environment, Burden, Rewards, Motivation

Introduction

Hospitals are healthcare institutions that provide comprehensive individual health services, including inpatient, outpatient, and emergency care. The main goal of hospitals is to deliver the best possible services to satisfy their customers. Patient satisfaction reflects the quality of services provided by the hospital (Salsabila et al., 2023)

The development of hospitals in Indonesia currently shows an increase in competition. This poses a challenge for hospitals to continuously improve their service quality (Suprihanto et al., 2018). Human resources (HR) are a key factor in achieving the organization's vision and mission. Therefore, HR, especially nurses and midwives, must be well-managed to achieve the organization's mission and goals (Aboramadan & Albashiti, 2020). They must have high performance and job satisfaction to support the hospital's objectives. The hospital service system needs to be reviewed to anticipate global competition. Hospital management must be able to meet emerging health needs due to these changes. Therefore, the hospital management paradigm must shift to become more effective and adaptive to changes. To achieve this goal, quality HR is required.

HR management involves controlling individuals within an organization through the relationship between jobs and workers, aiming to productively utilize individuals to achieve organizational goals and ensure individual satisfaction (Ali & Anwar, 2021; Shenshinov & Al-Ali, 2020). The goal of HR management is to enhance HR support in efforts to improve organizational effectiveness. HR management aims to increase employee productivity, reduce absenteeism, lower turnover rates, and boost employee loyalty to the organization (Veloso et al., 2021).

The quality of healthcare services provided by hospitals must be professional and comprehensive to ensure the satisfaction of healthcare service users. The healthcare personnel in hospitals must be professional and highly loyal to the organization. To continuously evaluate performance, management requires tools for strategic decision-making, one of which is employee satisfaction surveys (Chmielewska et al., 2020). Managing HR is not easy because it involves many important factors, one of which is job satisfaction. Job satisfaction is an evaluation or reflection of workers' feelings towards their job and environment (Dziuba et al., 2020). Job satisfaction is individual, and the higher the standards and satisfaction desired, the harder one works.

Job factors align with individual desires, the higher the level of satisfaction felt. Factors influencing job satisfaction include wages, promotion opportunities, job type, leadership, and work climate (Wai et al., 2024). Causes of job dissatisfaction can vary, such as unsatisfactory working conditions, low income, poor relationships with superiors or colleagues, and administrative and organizational policies. Job dissatisfaction impacts decreased work motivation, loyalty, and increases employee turnover and absenteeism. Motivating employees to work more productively is one of the major challenges in industrial psychology (Lee & Liu, 2021). It is essential to consider employee job satisfaction to ensure they feel happy without coercion, resulting in excellent job satisfaction. Job satisfaction is highly subjective and depends on individual values and perspectives.

The professionalism and job satisfaction of nurses are crucial to maintain. Factors influencing job satisfaction include incentives, promotion, supervision, relationships with colleagues, remuneration, work environment, and facilities (Washeya & Fürst, 2021). Research shows that job satisfaction affects employee performance, and successful organizations can meet employee job satisfaction (Rachman, 2021). Bhayangkara Tk III Kendari Hospital, as a Type C general hospital in Kendari City, has a limited number of personnel and relies on partner medical staff and contract/BLU employees to perform its duties.

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Healthcare workers at Bhayangkara Tk.III Kendari City Hospital need quality guidance and training to carry out their duties according to organizational expectations. Through this approach, high job satisfaction can be achieved. Based on the above conditions, the author is interested in researching the factors affecting job satisfaction among healthcare workers at Bhayangkara TK III Kendari Hospital. This research aims to determine the influence of incentives, work environment, workload, leadership recognition, and work motivation on job satisfaction among healthcare workers at Bhayangkara Tk. III Kendari Hospital. Thus, this research will provide significant contributions to improving job satisfaction and performance of healthcare workers at Bhayangkara Tk. III Kendari Hospital, ultimately enhancing the quality of healthcare services provided to the community.

Literature Review

Incentives

Incentives are a motivational tool that encourages employees to work to their optimal capacity, serving as extra income beyond the predetermined salary or wages (Kalima & Kabubi, 2021). The provision of incentives aims to meet the needs of employees and their families. The term "incentive system" refers to a wage payment plan that is directly or indirectly linked to employee performance standards or organizational profitability (Bryson et al., 2012). Incentives are rewards for employees who perform better than average and are used as a tool by proponents of fairness in compensation (Larkin et al., 2012). Incentives, whether in cash or goods, are given based on an individual's performance and are a method to improve employee performance, encouraging good behavior with rewards. Incentives can also be given to project teams or divisions with specific targets, such as the sales division.

Work Environment

The work environment within a company needs attention because it has a direct impact on employees. A conducive work environment can enhance employee performance, whereas an inadequate work environment can reduce it (Parashakti et al., 2020). The work environment is defined as the conditions related to the characteristics of the workplace that affect employee behavior and attitudes (Rasool et al., 2021). It is related to psychological changes resulting from experiences in the job or certain conditions, including job boredom, monotonous work, and fatigue.

Workload

Workload is the process or activities that a worker must complete within a certain timeframe (Kurniawan et al., 2022). If the worker can complete and adapt to the tasks, it is not considered a workload. However, if they fail, the task becomes a workload. Workload can be "quantitative overload" (too many tasks or not enough time to complete them) or "qualitative overload" (tasks that are too difficult). Qualitative workload refers to the complexity of tasks, focusing on mental work (Akca & Küçükoğlu, 2020).

Rewards

Rewards are efforts to foster a sense of acceptance in the work environment, touching on aspects of compensation and interpersonal relationships among workers. Managers evaluate individual performance results both formally and informally (Acharya, 2021). Rewards are compensation for achievements or services provided. Rewards can be in the form of compensation to high-performing employees, which is a right for employees for fulfilling their duties. Compensation is crucial for employees as it determines motivation and performance, and influences productivity and job achievement (Sitopu et al., 2021). Function of rewards is to strengthen motivation, indicate higher capabilities, and are universal.

Work Motivation

Motivation is the drive and behavior of an individual to do something. Although motive is a driving force, the action has the purpose of making someone willing to cooperate, work effectively, and be integrated for satisfaction (Sibian & Ispas, 2021). Motivation is essential to create, direct, and maintain hard work and enthusiasm for optimal results. Motivation makes employees work well, sincerely, joyfully, and enthusiastically, resulting in good and quality work outcomes (Acharya, 2021; Putria et al., 2024).

Job Satisfaction

Job satisfaction affects mental well-being, motivation, performance, and retention in the workplace (Abdullah et al., 2021). High levels of job satisfaction increase individual performance and create a positive work environment, while low job satisfaction negatively impacts individual well-being and productivity (Woodside & Megehee, 2010). Therefore, human resource management and organizations strive to understand and enhance the factors influencing job satisfaction. Job satisfaction is the emotional state of employees when there is a match between the organization's rewards and the employee's desires. Job dissatisfaction leads to negative attitudes, such as high absenteeism and complaints (Irabor & Okolie, 2019).

Research Method

This study is a quantitative causal research. Causal research examines cause-and-effect relationships. Therefore, there are variables: independent variables (influencing) and dependent variables (influenced). The sample in this study includes all organic employees (Polri and Polri civil servants) totaling 135 samples at Bhayangkara Tk. III Kendari Hospital. Data analysis used in this study includes univariate analysis, bivariate analysis, and multivariate analysis. The data analysis method to be used in this study is descriptive statistical analysis and statistical analysis using SPSS software.

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Result/Findings

Table 1. Demographic profile of the respondents

Characteristic	Frequency	Percent
Job Types		
Indonesian National Police	32	23,7
Civil Servant	38	28,15
Contract Worker	65	48,15
	135	100
Gender		
Male	56	41,48
Female	79	58,52
	135	100
Education		
Associate Degree (D3)	61	45,19
Applied Bachelor's Degree (D4)	2	1,48
Professional Nurse	65	48,15
Bachelor's Degree (S1)	7	5,19
	135	100
Years of Service		
1- 6 years	111	82,22
7-12 years	20	14,81
13-18 years	4	2,96
	135	100
Age		
22-29	50	37,04
30-37	70	51,85
38-45	15	11,11
	135	100

Table 1 shows the distribution of job types among healthcare workers. The majority are contract workers (48.15%), followed by Civil Servants (28.15%) and members of the Indonesian National Police (23.7%). Out of a total of 135 respondents, there are more women (58.52%) than men (41.48%). Most respondents hold a Diploma (D3) (45.19%) or are professional nurses (48.15%). Only a few have a Bachelor's degree (S1) (5.19%) or a Diploma 4 (D4) (1.48%). The majority of respondents have between 1 and 6 years of work experience (82.22%), with a small number having 7 to 12 years (14.81%) or 13 to 18 years (2.96%) of experience. Most respondents are in the age range of 30 to 37 years (51.85%), followed by 22 to 29 years (37.04%) and 38 to 45 years (11.11%).

Univariate Analysis

Salary/Incentives

Table 2. Respondent Distribution Table According to Salary/Incentives at RS Bhayangkara Tk. III Kota Kendari in 2024

No	Salary/Incentives	Frequency	Percentage (%)
1.	Sufficient	96	71.1
2.	Insufficient	39	28.9
3.	Total	135	100

There are more healthcare workers who reported their salary/incentives as sufficient, totaling 96 people (71.1%), compared to those who reported it as insufficient, totaling 39 people (28.9%).

Work Environment

Table 3. Respondent Distribution Table According to Work Environment at RS Bhayangkara Tk. III Kota Kendari in 2024

No	Work Environment	Frequency	Percentage (%)
1.	Supportive	112	83
2.	Less Supportive	23	17
	Total	135	100

Out of 135 respondents (100%), more healthcare workers reported the work environment as supportive, totaling 112 people (83%), compared to those who reported it as less supportive, totaling 23 people (17%).

Workload

Table 4. Respondent Distribution Table According to Workload at RS Bhayangkara Tk. III Kota Kendari in 2024

No	Workload	Frequency	Percentage (%)
1.	High	90	66.7
2.	Low	45	33.3
	Total	135	100

Out of 135 respondents (100%), more healthcare workers reported a high workload, totaling 90 people (66.7%), compared to those who reported a low workload, totaling 45 people (33.3%).

Leadership Appreciation

Table 5. Respondent Distribution Table According to Leadership Appreciation at RS Bhayangkara Tk. III Kota Kendari in 2024

No	Leadership Appreciation	Frequency	Percentage (%)
1.	Sufficient	112	83
2.	Insufficient	23	17
3.	Total	135	100

Out of 135 respondents (100%), more healthcare workers reported sufficient leadership appreciation, totaling 112 people (83%), compared to those who reported insufficient appreciation, totaling 23 people (17%).

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Work Motivation

Table 6. Respondent Distribution Table According to Work Motivation at RS Bhayangkara Tk. III Kota Kendari in 2024

No	Work Motivation	Frequency	Percentage (%)
1.	Sufficient	91	67.4
2.	Insufficient	44	32.6
	Total	135	100

Out of 135 respondents (100%), more healthcare workers reported sufficient work motivation, totaling 91 people (67.4%), compared to those who reported insufficient motivation, totaling 44 people (32.6%).

Job Satisfaction

Table 7. Respondent Distribution Table According to Job Satisfaction at RS Bhayangkara Tk. III Kota Kendari in 2024

No	Job Satisfaction	Frequency	Percentage (%)
1.	Satisfied	109	80.7
2.	Less Satisfied	26	19.3
	Total	135	100

Out of 135 respondents (100%), more healthcare workers reported being satisfied with their job, totaling 109 people (80.7%), compared to those who reported being less satisfied, totaling 26 people (19.3%).

Bivariate Analysis

Effect of Salary/Incentives on Job Satisfaction

Table 8. Effect of Salary/Incentives on Job Satisfaction of Healthcare Workers at Bhayangkara Tk. III Hospital, Kendari City, 2024

No	Salary/Incentives	Job Satisfaction				Total		<i>p</i> -value
		Satisfied		Less Satisfied				
		n	%	n	%	n	%	
1	Adequate	88	91,7	8	8,3	96	100	0,000
2	Inadequate	21	53,8	18	46,2	39	100	
Total		109	40,7	26	19,3	135	100	

Based on Table 5.10, of the 96 respondents (100%) who reported adequate salary/incentives, 88 respondents (91.7%) were satisfied compared to 8 respondents (8.3%) who were less satisfied. Among the 39 respondents (100%) who reported inadequate salary/incentives, 21 respondents (53.8%) were satisfied compared to 18 respondents (46.2%) who were less satisfied. The chi-square test resulted in a p-value of 0.000 ($p > 0.05$), indicating that H_0 is rejected. This shows that salary/incentives significantly impact job satisfaction among healthcare workers at Bhayangkara Tk. III Hospital in Kendari City in 2024.

Effect of Work Environment on Job Satisfaction

Table 9. Effect of Work Environment on Job Satisfaction of Healthcare Workers at Bhayangkara Tk. III Hospital, Kendari City, 2024

No	Work Environment	Job Satisfaction				Total		<i>p</i> -value
		Satisfied		Less Satisfied				
		n	%	n	%	n	%	
1	Supportive	98	87,5	14	12,5	112	100	0,000
2	Less Supportive	11	47,8	12	52,2	23	100	
	Total	109	80.7	26	19.3	135	100	

Based on Table 5.11, it is shown that out of 112 respondents (100%) who stated that the work environment was supportive, more officers expressed satisfaction (98 respondents or 87.5%) compared to those who expressed dissatisfaction (14 respondents or 12.5%). Meanwhile, out of 23 respondents (100%) who stated that the work environment was less supportive, more respondents expressed dissatisfaction (12 respondents or 52.2%) compared to those who expressed satisfaction (11 respondents or 47.8%). Based on the Chi-Square test results, there is one cell frequency (25%) with more than 5% of the data not matching the expected value using a 2x2 table. Therefore, an alternative test that can be used if the Chi-Square test results do not meet the requirements is the Fisher Exact Test. The results of the Fisher Exact Test showed a p-value of 0.000 ($p > 0.05$), which means the null hypothesis (H_0) is rejected. This indicates that there is an influence of the work environment on job satisfaction among healthcare workers at Bayangkara Hospital, Class III, Kendari City, in 2024.

Effect of Workload on Job Satisfaction

Table 10. Effect of Workload on Job Satisfaction of Healthcare Workers at Bhayangkara Tk. III Hospital, Kendari City, 2024

No	Workload	Job Satisfaction				Total		p-value
		Satisfied		Less Satisfied		n	%	
		n	%	n	%			
1	High	85	94,4	5	5,6	90	100	0,004
2	Low	24	53,3	21	46,7	45	100	
	Total	109	80.7	26	19,3	135	100	

Based on Table 5.12, of the 90 respondents (100%) who reported a high workload, 85 respondents (94.4%) were satisfied compared to 5 respondents (5.6%) who were less satisfied. Among the 45 respondents (100%) who reported a low workload, 24 respondents (53.3%) were satisfied compared to 21 respondents (46.7%) who were less satisfied. The chi-square test resulted in a p-value of 0.004 ($p > 0.05$), indicating that H_0 is rejected. This shows that workload significantly impacts job satisfaction among healthcare workers at Bhayangkara Tk. III Hospital in Kendari City in 2024.

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Effect of Leadership Recognition on Job Satisfaction

Table 11. Effect of Leadership Recognition on Job Satisfaction of Healthcare Workers at Bhayangkara Tk. III Hospital, Kendari City, 2024

No	Leadership Recognition	Job Satisfaction				Total		p-value
		Satisfied		Less Satisfied				
		n	%	n	%	n	%	
1	Adequate	99	88,4	13	11,6	112	100	0,000
2	Inadequate	10	43,5	13	56,5	23	100	
	Total	109	80.7	26	19.3	135	100	

Based on Table 11, of the 112 respondents (100%) who reported adequate leadership recognition, 99 respondents (88.4%) were satisfied compared to 13 respondents (11.6%) who were less satisfied. Among the 23 respondents (100%) who reported inadequate leadership recognition, 10 respondents (43.5%) were satisfied compared to 13 respondents (56.5%) who were less satisfied. The chi-square test indicated that one cell frequency (25%) did not meet the expected value using a 2x2 table; thus, Fisher's Exact Test was used as an alternative. The Fisher Exact Test resulted in a p-value of 0.000 ($p > 0.05$), indicating that H_0 is rejected. This shows that leadership recognition significantly impacts job satisfaction among healthcare workers at Bhayangkara Tk. III Hospital in Kendari City in 2024.

Effect of Work Motivation on Job Satisfaction

Table 12. Effect of Work Motivation on Job Satisfaction of Healthcare Workers at Bhayangkara Tk. III Hospital, Kendari City, 2024

No	Work Motivation	Job Satisfaction				Total		p-value
		Satisfied		Less Satisfied				
		n	%	n	%	n	%	
1	Enough	81	89	10	11	91	100	0,000
2	Not enough	28	63,6	16	36,4	44	100	
	Total	109	80.7	26	19.3	135	100	

Based on Table 12, of the 91 respondents (100%) who reported adequate work motivation, 81 respondents (89%) were satisfied compared to 10 respondents (11%) who were less satisfied. Among the 44 respondents (100%) who reported inadequate work motivation, 28 respondents (63.6%) were satisfied compared to 16 respondents (36.4%) who were less satisfied. The chi-square test resulted in a p-value of 0.000 ($p > 0.05$), indicating that H_0 is rejected. This shows that work motivation significantly impacts job satisfaction among healthcare workers at Bhayangkara Tk. III Hospital in Kendari City in 2024.

Multivariate Analysis

Table 13. Probability Values (p-Value) Result of Candidate Selection for Multivariate Modeling

		Wald	df	Sig.	Exp(B)	95% C.I.for EXP(B)	
						Lower	Upper
Step 1 ^a	Salary	12.827	1	.000	10.574	2.909	38.437
	Work Environment	2.250	1	.134	.198	.024	1.642
	Workload	12.010	1	.001	18.961	3.590	100.134

Leadership	3.844	1	.050	5.742	1.001	32.952
Work Motivation	5.738	1	.017	5.087	1.344	19.256
Constant	30.021	1	.000	.000		

Table 13 shows that the results of the statistical test using multiple logistic regression indicate that all independent variables, including salary/incentives, workload, leadership guidance, and work motivation, affect job satisfaction. The salary/incentive variable is found to be the most influential variable on job satisfaction among healthcare workers at Bhayangkara Hospital, Class III, Kendari City, with a Wald value of 12.827. This means that each unit of salary/incentive will have an effect of 12.827 on the job satisfaction of healthcare workers at Bhayangkara Hospital, Class III, Kendari City compared to other variables. However, the workload variable has a stronger influence compared to other variables with an Exp(B) value of 18.961. This indicates that each unit of workload will have an impact of 18.961 on job satisfaction among healthcare workers at Bhayangkara Hospital, Class III, Kendari City compared to other variables. Additionally, the workload variable has a higher strength probability compared to other variables, with a C.I. for Exp(B) ranging from 3.590 to 100.134. This means each unit of workload will have an impact probability ranging from 3.590 to 100.134 on job satisfaction among healthcare workers at Bhayangkara Hospital, Class III, Kendari City compared to other variables.

Discussion

Incentives are performance-based additional income provided monthly to employees based on service performance. The provision of incentives is important to consider because it can affect employee morale. Research findings indicate a significant influence of salary and incentives on job satisfaction among healthcare workers, with a significance value of 0.000, which is less than 0.05. Increases in salary and incentives are positively correlated with increased job satisfaction among healthcare workers at Bhayangkara TK.III Hospital in Kendari City. The implemented financial compensation policy plays a crucial role in enhancing the motivation and job satisfaction of healthcare workers (Basalamah, 2021; Kitsios & Kamariotou, 2021).

The work environment includes the physical, social, and psychological conditions of the workplace. Hypothesis testing results show no significant influence of the work environment on the job satisfaction of healthcare workers at Bhayangkara TK.III Hospital in Kendari City, with a significance value of 0.134, which is greater than 0.05. Factors such as salary, career development opportunities, and relationships among colleagues are more influential on job satisfaction than the work environment (Aruldoss et al., 2022; Sims, 2020).

A high workload can cause stress and fatigue but can also provide a positive challenge for healthcare workers. This study shows a positive correlation between workload and job satisfaction, with a significance value of 0.001, which is less than 0.05. Healthcare workers who feel supported by colleagues and superiors tend to be more satisfied with their jobs despite facing a high workload. Social support and recognition from leadership help healthcare workers

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cope with high workloads and increase their job satisfaction (Herawati et al., 2023; Labrague, 2021; Liu et al., 2022).

Leadership appreciation is a form of recognition for employee contributions from the organization's leaders. Hypothesis testing results show an influence between leadership appreciation and job satisfaction among healthcare workers at Bhayangkara TK.III Hospital in Kendari City, with a significance value of 0.050, which is less than 0.05. Appropriate and fair recognition increases motivation, morale, and psychological well-being of healthcare workers, making them feel more satisfied with their jobs (Karaferis et al., 2022; Søvold et al., 2021). Work motivation, both internal and external, has a significant influence on job satisfaction among healthcare workers. The research findings show a significance value of 0.017, which is less than 0.05, indicating that work motivation has a significant impact on job satisfaction (Pang & Lu, 2018). Efforts to increase work motivation can positively impact job satisfaction among healthcare workers (Ge et al., 2021). In practice, this can be done through various means such as recognizing good performance, providing career development opportunities, and ensuring a supportive work environment.

Conclusion

This study found that salary/incentives, work environment, workload, recognition from leadership, and work motivation have a significant impact on job satisfaction among healthcare workers at Bhayangkara TK.III Hospital in Kendari City. To enhance job satisfaction, Bhayangkara TK.III Hospital needs to evaluate and improve its incentive policies, as adequate incentives can provide additional motivation. Additionally, more effective workload management should be implemented to avoid excessive fatigue, with fair scheduling and appropriate task rotation systems. Hospital leadership should also be more proactive in providing recognition and appreciation to healthcare workers through various forms of acknowledgment. Career development programs and professional training should be enhanced to maintain high work motivation. Educational institutions must ensure that their curriculum is relevant to real-world needs, including workload management and stress management, and provide training in soft skills such as communication and leadership. Collaborating with hospitals for internship or fieldwork programs can give students direct experience of working conditions. Healthcare workers themselves should continue to develop through further education, training, and professional certifications to improve their competence and performance. They also need to develop stress management skills and maintain a work-life balance, as well as communicate openly with leadership about their needs and challenges in the workplace to create a more supportive work environment.

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