



Factors affecting employee satisfaction at Surabaya Private Hospital

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Abstract

One of the indicators of a good human resources management in a company is employee job satisfaction. This article was conducted to find out the main factors that give most influence on employee job satisfaction at Premier Hospital, Surabaya, and provide effective recommendations to increase employee job satisfaction based on the existing factors. In December 2018, employee satisfaction survey was carried out at Premier Hospital, Surabaya, to 60 randomly selected respondents by utilizing Minnesota Satisfaction Questionnaire (MSQ). From the survey results, there were three main factors affecting employee job satisfaction at Premier Hospital, Surabaya. These were the compensation factor, reward system, and supervision. By knowing the main factors affecting employee job satisfaction, there will be effective steps to improve the employee job satisfaction. The leaders and management at Premier Hospital Surabaya had to be able to improve these three factors to increase the employee job satisfaction in the company.

Keywords: employees, job satisfaction, compensation, reward system, supervision

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INTRODUCTION

Premier Hospital Surabaya is a type B private hospital established on March 16, 1998. This hospital has become one of the trusted health service centers not only for Surabaya citizens, but also for the people from other regions in Indonesia, especially Eastern Indonesia. One aspect affecting the level of public trust to come for a check-up at Premier Hospital Surabaya is the hospital's commitment to continue improving the quality of services provided to all customers.

Modernity and current development require the companies to always develop themselves and create a positive image to be able to compete with other companies. A hospital as a company focusing on providing services needs to follow the developments flow. These roles of the hospital are essential. Thus, the various discussions about customer satisfaction is explicitly measured from satisfaction of hospital services (Mardiana Yusuf, 2018). All must optimize production factors in the company to achieve the expected results. One of them is the employee as the main asset who becomes a planner, implementer, and determinant in the realization of the company goals. Technological advances, global information flows, large capital, and adequate raw materials will not be meaningful without the active role of the employees. They have important

roles, tasks and responsibilities for the company to achieve its goals (Yadi, Nurliza, & Maswadi, 2013).

The services provided by the hospital are closely related to the performance of the employees (Nurung, Rakhmat, Asang, & Hamsinah, 2019). Employee job performance is influenced by many factors, one of which is employee job satisfaction. One of the factors playing a role in improving employee performance is job satisfaction. It is very important to improve their performance indirectly (Judge, Thoresen, Bono, & Patton, 2001). Job satisfaction is an important factor in the healthcare setting (Yanriatuti, Fibriola, & Beni, 2019). Job satisfaction has been widely reviewed and researched by management experts around the world. The job satisfaction of employees led by male and female middle managers is determined by intrinsic and extrinsic rewards they received (Siahaan, 2017). There are many experts who define job satisfaction. Job satisfaction is a condition of a person's emotional and affective response to various aspects of his work (Ellickson & Logsdon, 2002; Spector, 1997). These aspects include work productivity, efficiency, attendance, turnover rates, and employee welfare in

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general (Maghrabi, 1999). Job satisfaction is a result of the employees' perception of how well their job provides those aspects viewed as important (Marbawi, Lumbanraja, Nurbaity Lubis, & Siahaan, 2018). A person with a high level of job satisfaction will hold positive feelings towards his work (Mashuri & Maharani, 2019). Work motivation of an employee can change according to the level of employee's job satisfaction (Lily, Ginting, Lumbanraja, & Siahaan, 2017).

The employee job satisfaction in a company is influenced by many factors. These factors are interrelated with one another and support each other to increase job satisfaction. There are many factors affecting the level of job satisfaction of an employee in a company. These factors are generally divided into two: extrinsic and intrinsic factors (Baylor, 2010). It is in line with the Two Factor Theory coined by Frederik Herzberg in 1959; The Hygiene Factors and Motivators. In the context of human resource management, job satisfaction is one of the important topics much discussed and researched by the experts. It is because there are many aspects influenced by job satisfaction, and many factors affect as well (Nemmaniwar & Deshpande, 2016). Perceived work life balance and job satisfaction are related to achieving organizational goals among health workers (Azeem & Akhtar, 2014; Navaeefard, et al, 2017).

The development of the quality of the health services lately has become a concern for the hospital leaders. This is an ongoing challenge for hospital leaders and managers in order to make the services provided are increasingly prime and able to compete with other hospitals (Tzeng, 2002). In fact, job satisfaction of the employees in health care is one of the factors that has an effect both on increasing work productivity and on the quality of patient services (Nikic, Arandjelovic, Nikolic, & Stankovic, 2008). In a study at the Teaching Hospital in Karachi, Pakistan, 70% of the medical staff (doctors) who worked at the hospital stated that they were not satisfied with their work. It certainly affects the quality of their work (Ghazali, Shah, Zaidi, & Tahir, 2007). In the study, it was mentioned that 56% of doctors working in this hospital were not satisfied with their income level. In addition, the majority (92%) of doctors stated that they were dissatisfied with the existing health care system in the hospitals and their career prospects in Pakistan. The impact was that there were around 75% of doctors who preferred to work abroad. It illustrates how job satisfaction of employees in the health service facility becomes very important, especially the products/output produced from the company are health services. According to these background, this article was conducted to find out the main factors that give most influence on employee job satisfaction at Premier Hospital Surabaya and provide effective recommendations for increasing employee job satisfaction based on the existing factors.

METHODS

Employee job satisfaction is a variable that can be measured qualitatively or quantitatively. Measuring the level of job satisfaction of employees in a company can utilize several methods. There are several measurement scales often used in research: The Minnesota Satisfaction Questionnaire (MSQ), The Job Diagnostic Survey, The Job in General Scale, and Michigan Organizational Self-Assessment Questionnaire (Cheginy, Isfahani, Mohseni, Khakian, & Khosravizadeh, 2014). The discussion of this article used the MSQ questionnaire containing 20 statements describing the factors that influence employee satisfaction at work.

This study used primary survey data conducted at Premier Hospital Surabaya in December 2018. The survey was conducted using the MSQ. This questionnaire consisted of 20 statements describing the factors supporting job satisfaction. The statements are divided into two major parts including the statements related to intrinsic factors and the statements related to extrinsic factors.

There were 60 respondents randomly selected from Premier Hospital employees. The respondents chosen to be part of this study must meet the inclusion criteria. They must be permanent employees who have worked for this hospital for more than 2 years. They must also fill out the consent form to take this survey. Survey respondents came from the nursing department, administrative staff, general practitioners, the facilities and infrastructure department, housekeeping, the pharmaceutical department, the radiology department, and the laboratory department. Outsourcing employees and contract employees were not included in this survey. The data obtained from the survey results were analyzed descriptively to explain the phenomena occurring in the hospital related to job satisfaction of its employees.

RESULTS

From the survey data, the authors obtained demographic data of the employees as survey respondents as seen in **Table 1**. Demographic data showed that the majority of respondents were women (75%). Based on age, the majority of respondents were in the productive age (21-40 years), which reached 91.67%. The education level of respondents was mostly Diploma and Bachelor Degree (85%), while the length of service of the respondents at the Premier Hospital Surabaya was mostly in the range of 3-5 years (45%).

Table 1. Demographic Data of Respondents' Employee Satisfaction Survey in Premier Hospital Surabaya in 2018

| Category | Category | Frequency | Percentage |
|------------------|----------------|-----------|------------|
| Sex | Male | 15 | 25 |
| | Female | 45 | 75 |
| Age | 21-30 y/o | 38 | 63.33 |
| | 31-40 y/o | 17 | 28.33 |
| | 41-50 y/o | 5 | 8.33 |
| | 51-60 y/o | 0 | 0 |
| Education | Senior High | 9 | 15 |
| | Diploma | 35 | 58.33 |
| | Bachelor | 16 | 26.67 |
| | Postgraduate | 0 | 0 |
| Years of service | < 1 year | 10 | 16.67 |
| | 1 – 3 year (s) | 15 | 25 |
| | 3 – 5 years | 27 | 45 |
| | > 5 years | 8 | 13.33 |

Survey data related to factors affecting employee job satisfaction are presented in **Table 2**. The survey results showed three main factors as the focus of employee job dissatisfaction at the Premier Hospital Surabaya. They were a compensation factor (salary and benefits) by 68.33%, reward system (rewards or praise for achievement or performance) by 53.33%, and supervision (how the employer handles complaints from the employees) by 51.67%.

Table 2. The Description of Employee Job Satisfaction Level in Premier Hospital Surabaya in 2018

| Factors/Indicators | Percentage | | | |
|--|----------------|----------------|----------------|----------------|
| | A ¹ | B ² | C ³ | D ⁴ |
| The percentage of salary received based on the amount of work performed | 33.33 | 35 | 16.67 | 15 |
| Praise obtained from the leaders or supervisors for the work that has been completed | 23.33 | 30 | 30 | 16.67 |
| The way the employer handles complaints from the employees | 16.67 | 35 | 40 | 8.33 |

Very dissatisfied¹ Not satisfied² Satisfied³ Very satisfied⁴

Based on the results of the job satisfaction survey of the employees of Premier Hospital Surabaya in 2018, the authors then deepened the study through discussion or interviews with management regarding compensation, reward systems and supervision at Premier Surabaya Hospital. The discussion/interview was conducted to further explore and analyze how the influence of the aforementioned three factors on te employee job satisfaction at Premier Hospital Surabaya. The interviews with the management division produced several things that need to be observed.

The first one is the issue of compensation received by the employees. The compensation received annually increased. The increasing component was the base salary component, while the benefits component tended to be fixed. The increase in the basic salary received by most respondents was still very small. The average increase of the respondents' salaries in 2018 ranged from 3-5%, while the proposed minimum increase in Surabaya wage in 2018 was 8.71%. The salary increasing in Premier Hospital Surabaya were only based on the inflation rate occurring in the last few months without considering the basic policy of increasing the minimum wage of Surabaya.

The increase in the employee allowance at Premier Hospital Surabaya was obtained when the employees

experienced promotions. However, the increase in allowance given was mostly not appropriate with the increase in the promotion position. In some cases, when total income was accumulated in a month, the amount of the income of the employees who were already in a higher grade or position could be lower or the same compared to the income of those who were in the lower position or grade. It is because there were several components of the allowance that are lost when an employee was promoted to the higher position. For example, a senior nurse who had been in charge of a room (nurse incharge) would certainly get the allowances as nurses in charge of the room, professional allowances, night service allowances, and overtime allowances. When the nurse got a position to the Supervisor level, she would lose the allowances since she no longer served as nurse in charge of the room. The allowance received as she became a Supervisor was only the occupational allowance and professional allowance, which was smaller than the incharge nurse.

The second one is the factor of appreciation/praise for work performance. Premier Hospital Surabaya was still lack of appreciation/praise for the work performance. For employees who had served more than 5 years, there was an award for the service period of the employee, which was represented in the form of an addition to the basic salary component. Similarly, it was applied for employees with a service period of more than 10 years and more than 15 years. However, most respondents felt that the amount of the award was very small, only 1-3% of the total basic salary and allowance, and it was given only once. According to some respondents, comparing with some other companies, the amount of the reward for the service period was still very small.

In addition, other forms of praise or appreciation for work performance need to be held regularly and continuously, for instance, rewards to model employees or the best employees each month, model nurses, and so on. According to the majority of respondents, such things are needed as a form of support for the work they do while at the same time increasing the work motivation of the employees. In fact, there was no such award at Premier Hospital Surabaya.

The third one is that how leaders or supervisors respond to/handle complaints from their employees, according to most respondents, were inappropriate. The leaders or supervisors mostly responded to problems that occurred by blaming one party or employee without looking at the root of the problem systematically. If there were complaints from the employees, some leaders tended to be very defensive, or it was difficult for them to accept input/suggestions from the employees.

DISCUSSION

The results in this study indicate three main factors which become the focus of the lack of job satisfaction of employees at Premier Hospital Surabaya. The first problem is the employee dissatisfaction with the

salary/compensation they receive. Companies should start evaluating salary increases and benefits provided to the employees. Salary increases must be adjusted to the minimum wage increase and to the employee performance. In addition, the company needs to also provide information to its employees related to the amount of basic salary and the allowance adjusted based on the employee classification (grade, position, and performance). A study affirms that the good

The second problem is related to the reward system that is not in line with the expectations of the employees. Companies should start to evaluate whether appropriate awards have been given to the employees who have contributed a lot to hospitals, who have worked with 10-15 years of service, and who have made achievements for the hospitals. The companies can conduct comparative studies to other companies to be able to determine the type and amount of awards that will be given to the employees who have shown high achievements or dedication to the company. The previous research shows that non-financial rewards must also be considered by companies, for example, praise, respect, and opportunities for growth (Došenović, 2016).

The third problem is how the company leaders respond to the employee complaints. In this case, the companies must conduct regular coaching and training to supervisors or unit/department leaders. Hence, they are able to become good leaders and supervisors. The previous research mentions that a good leader is a

performance of employees and health workers in the health service facilities is supported and driven by good job satisfaction (Elarabi & Johari, 2014). Good job satisfaction is certainly supported by the ability of company leaders to be able to provide appropriate compensation supported by an effective incentive system. Salary and other compensation factors are the most important factors in determining employee job satisfaction (Singh, 2013).

leader who has good emotional intelligence (Muteswa, 2016). In emotional intelligence, there are four main aspects covering self awareness, self management, social awareness, and social skills. These factors are needed to be able to be a good leader/supervisor and able to respond to all complaints and problems of the employees wisely (Muteswa, 2016).

CONCLUSION

From the employee satisfaction survey data, the authors conclude that there are three main factors as the focus of employee job dissatisfaction at Premier Hospital Surabaya. These three factors are the compensation factor (salary), reward system (reward/praise for achievement or performance), and supervision (the way employers handle complaints from employees). The leaders and management at Premier Hospital Surabaya have to be able to improve these three factors as an effort to increase the employee job satisfaction in the company.

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