



Health services and job satisfaction in the era of health insurance

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Abstract

Background: The Public Satisfactory Index for the service of Glagah District Primary Health Center in Lamongan District tends to decreasing. It can be caused by employee dissatisfaction with their job. This study aimed to determine the association between the determinant factors and the level of job satisfaction.

Methods: This was descriptive observational study with cross sectional design. Data collection was carried out in December 2018.

Results: Saturated sample was used in which 70 employees of Public Health Centre surveyed. It was found that the amount of health service salary from health insurance and the knowledge on health service has weak relationship with the PSI. Its contingency coefficient was only 0.273 and 0.181, respectively. Meanwhile, the attitudes towards health service and support for giving health service show strong relationship with contingency coefficient of 0.719 and 0.622, respectively.

Conclusion: Attitudes to health care and to supportive services are determining the fulfilment of the job satisfaction.

Keywords: health service, job satisfaction, Glagah District Health Center

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INTRODUCTION

Based on Health Law number 36 of 2009, public health is one of the elements of public welfare. Thus, the government must carry out health development aiming at enhancing health status by seeking comprehensive, integrated, and adequate health services (Kementerian Kesehatan 2009a). The current available public services provided by the government are still having many weaknesses that avoid them to meet the quality expected by the community. Public Health Center (Puskesmas) is one of the governmental bodies performing the function of public service. One effort to improve the quality of public services, as mandated in the Law of the Republic of Indonesia No. 25 of 2009 on the National Development Program, is to develop a Public Satisfactory Index (PSI) as a benchmark to improve service quality (Kementerian Kesehatan 2009b). Consider the study in 2004, a community satisfaction survey is one of the attempts to enhance public access for service consumers (Woodring et al. 2004; Carmen, et al, 2018).

The level of community satisfaction with Puskesmas services can be observed from the PSI. At Glagah Sub-District Public Health Center, Lamongan District, there was a decreasing trend in PSI from 680 in March 2017 to 663 in September 2018. There are several factors affecting the level of public satisfaction, one of which is

the level of employee satisfaction. Employees who are dissatisfied with their work are assumed to provide non-optimal services (Kaikatuy et al. 2018), which in turn can lead to a decrease in public satisfaction towards the services provided by Glagah Public Health Center.

The result of this study was expected to illustrate the influence of the factors in job satisfaction so as to provide information for decision makers in determining the required interventions to increase the employees' job satisfaction, which can ultimately increase public satisfaction towards the services provided by the Glagah sub-district Primary Health Care in Lamongan district. This study aimed at determining the relationship between the determinant factors and the level of job satisfaction.

METHODS

This was an observational descriptive study with cross-sectional study design. Data collection was carried out in June 2019. The population in this study was the staff of the Glagah District Primary Health Care. The sample was taken using non-probability technique of saturated sample, or often called as total sampling.

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Table 1. Respondents' characteristics

Respondents' Characteristics	Frequency (n)	Percentage (%)
Sex		
Male	16	2.9
Female	54	77.1
Age		
<25 years	4	5.7
26-35 years	20	28.6
36-45 years	26	37.1
46-55 years	16	22.9
>56 years	4	5.7
Employment Level		
Government employees	42	60
Temporary employees	7	10
Honorary employees	21	30

Table 2. Association between determinant factor and job satisfaction on Glagah Primary Health Care

Determinant factors	Job Satisfaction								Total		Contingency coeff.
	Very Unsatisfied		Unsatisfied		Satisfied		Very Satisfied				
	n	%	n	%	n	%	n	%	n	%	
The Amount of Health Service Salary											
Low (<1 million)	1	4.8	7	33.3	12	57.1	1	4.8	21	100	0.273
Moderate (1-3 million)	0	0	14	29.2	34	70.8	0	0	48	100	
High (> 3 million)	0	0	0	0	1	100	0	0	1	100	
Knowledge on Health Service											
Low	0	0	0	0	0	0	0	0	0	0	0.181
Moderate	0	0	1	100	0	0	0	0	1	100	
High	1	1.4	20	29.0	47	68.1	1	1.4	69	100	
Attitudes towards health service											
Very not supportive	1	100	0	0	0	0	0	0	1	100	0.719
Not supportive	0	0	7	53.8	6	46.2	0	0	13	100	
Supportive	0	0	14	25.9	39	72.2	1	1.9	54	100	
Very supportive	0	0	0	2	2	100	0	0	2	100	
Health Service Provision											
Very not supportive	0	0	0	0	0	0	0	0	0	100	0.622
Not supportive	1	20	4	80	0	0	0	0	5	100	
Supportive	0	0	17	27.4	45	72.6	0	0	62	100	
Very supportive	0	0	0	0	2	66.7	1	33.3	3	100	

According to previous research, saturated sample is a sampling technique by taking all members in the population as respondents or samples (Martínez-Mesa et al. 2016). The sample in this study consisted of 70 people. The respondents were interviewed using a questionnaire tool. The questionnaires contained questions about the provision of health services (knowledge on health services and attitudes towards the acceptance of health services) on job satisfaction (using the Minnesota Satisfaction Questionnaire/MSQ). Statistical analysis is conducted using the Chi-Square test.

The independent variables in this research were respondents' characteristics, health service, knowledge on health service, attitude toward health service, and health service provision. On the other hand, the dependent variable was the job satisfaction.

RESULTS

The results of association between determinant factor of health service and job satisfaction at the Glagah Primary Health Care in Lamongan District are described as follows. **Table 1** shows that the majority of employees at Puskesmas Glagah are female (54.1%), with the age of 36–45 years old (37.1%) and are civil servants (60%).

Association between determinants factor and job satisfaction is on **Table 2**.

Table 2 shows that the majority of respondents are satisfied with their work. However, 33.3% and 29.2% respondents, respectively, indicated low and moderate satisfaction towards the provided Health Care Services. There was even 1 respondent (4.8%) who felt very unsatisfied. In general, these results indicated that there was a relationship between the amount of health service salary and job satisfaction, although the relationship was less strong, shown by contingency coefficient of 0.273.

Respondents with moderate level of knowledge on health service were unsatisfied with their job. The higher knowledge on health service, the higher satisfaction level. In this case, more than 68% of the respondents possessed high understanding on health service. The relationship between knowledge on health service and job satisfaction was not statistically significant, indicated by the contingency coefficient value of 0.181.

On the other hand, a statistically-significant relationship was shown between attitudes towards health service and job satisfaction by the value of contingency coefficient of 0.719. The higher the support for health service, the higher the tendency of respondents to be satisfied with their work.

The attitudes towards health services among the employees at Glagah Primary Health Care showed a strong relationship with job satisfaction. It is due to the fact that the implementation of health service distribution system is in accordance with Permenkes No. 21 of 2016 and based on the agreement of all employees, and the distribution of health services was also delivered transparently.

On the result of association between health service delivery and the employee job satisfaction, there was a fairly strong relationship between the level of support for the provision of health services and the level of job satisfaction shown by the contingency coefficient value of 0.622. The higher the level of support for the provision of health services, the higher the level of job satisfaction.

DISCUSSION

Job satisfaction is an individual employees' feeling, both positive and negative in doing their works which is influenced by various factors (Rasool et al. 2019, Yilkal Fentie et al. 2018). In the previous study, one of the theories of job satisfaction used was the motivational-hygiene (M-H) developed by Frederick Herzberg (Senad Bušatlić et al., 2018). Hygiene Motivator is a motivational factor involving psychological needs in relation to respect towards individuals directly related to their work and served as the source of job satisfaction. These factors include the work, achievement, promotion, recognition, and responsibility (Damij et al. 2015). H-M theory actually leads to job satisfaction. Especially because high rewards are limited to eliminating work dissatisfaction and unable to provide job satisfaction, H-M theory disagrees in principle with high rewards such as golden handcuff strategy (retribution is only a Hygiene factor, not a motivator).

Maintenance factor (Hygiene factor or dissatisfier) is any factors related to work uncertainty and extrinsic factor related to work. These factors include co-workers, quality and technical support, physical working conditions, relations between employees, company policies, salary, and job security (Ishak et al. 2019, Saharuddin et al. 2019).

On the result section, there was a relationship between the amount of health service salary and job satisfaction, although the relationship was less strong. This result is contrary to previous research (Novita et al. 2012). This is in accordance with the motivational-hygiene theory (M-H) stating that high rewards can only eliminate job dissatisfaction and cannot bring job satisfaction (remuneration is only a Hygiene factor, not a motivator) (Matriadi et al. 2019).

The relationship between knowledge on health services and attitudes towards health services with job satisfaction at Glagah Primary Health Care are presented in **Table 2**. Respondents with moderate level

of knowledge on health service were unsatisfied with their job. The previous study show that dissatisfied employees are more likely to leave the company, resulting in counterproductive practices, such as poor quality operation and losses to facilities incurred by remaining employees (Maharani et al. 2019, Samad 2006). Although respondents with moderate level of knowledge on health service are not very influential, management should pay attention to things that are considered trivial like this. This result is the higher knowledge on health service, the higher satisfaction level. In this case, more than 68% of the respondents possessed high understanding on health service. The relationship between knowledge on health service and job satisfaction was not statistically significant. These results are in line with previous research stating that in fact, the lack of synergies between knowledge and health system performance is a gap between knowledge and practice (Ellen et al. 2018)

The outcome of job satisfaction according to previous study is the increase in the employee performance (Abuhashesh et al. 2019, Inuwa 2016). As a general rule, happy employees are more likely to be productive employees (Cho et al. 2009). Workers with higher job satisfaction do better than those with lower job satisfaction, and companies with more engaged employees appear to be more successful than those with lower job satisfaction (Bakotić 2016). In this case, the Puskesmas with satisfied employees are expected to improve optimal services. The improvement will increase the community satisfaction index as one of the benchmarks in the assessment of Puskesmas service as a public service provider.

Job satisfaction will also increase customer satisfaction and loyalty (Fadli et al. 2018, Lee et al. 2012). Organizational leaders engaged in public services should pay attention to any aspects related to the customers' satisfaction. This is largely determined by frontline employees who have direct contact with the customers. Satisfied employees are proven to increase customer satisfaction and loyalty.

CONCLUSION

All determinants showed different levels of relationship with the level of job satisfaction. The amount of health services salary (representing financial factors) and knowledge (representing social factors) statistically showed insignificant relationship as evidenced by the value of contingency coefficient of less than 0.5. Furthermore, the attitudes towards health services and the level of support for health service delivery (both representing psychological factors) showed statistically significant relationship as evidenced by the value of contingency coefficient of more than 0.5.

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