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## **Improving Job Satisfaction Employee At Panti Waluya Sawahan Hospital Malang**

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### **ABSTRACT**

Humans are the driving force of existing resources in the framework of the activities and routines of an organization or company to produce products in the form of goods or services. Customer satisfaction is the goal to be achieved by the company. Customer satisfaction is related to the performance of employees, and employee performance is closely related to employee job satisfaction. The purpose of this study is to determine the effect of employee job satisfaction on patient satisfaction at the Panti Waluya Sawahan Hospital in Malang. The research method is to conduct a study on secondary data on employee job satisfaction from the results of the survey using a questionnaire to all employees, as many as 507 people in October 2019. The study of the survey results shows that the percentage of employees who said they were satisfied in the 6 aspects of employee job satisfaction was the lowest satisfied with the solution to complaints and most satisfied with the training opportunity. To increase employee job satisfaction, training activities, organizational culture, and self-efficacy should be improved.

**Keywords:** Job Satisfaction, Employees, Improvement.

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**BACKGROUND**

Every organization always strives to achieve its goals, so they must concentrate on several aspects. One of them is the organization's Human Resources (HR) which is seen as an important source. Organizations are expected to always maintain a well-trained and effective workforce (Nimalathan, 2012). Especially organizations that engaged in services, maintaining employee performance is one way to meet customer satisfaction. Customer satisfaction is the output of the performance process of a company that is felt by a consumer, where the results are by consumer expectations (Kotler, 2000).

A customer will be satisfied if his expectations are met and feel very happy if his expectations are exceeded. Customer satisfaction is closely related to quality, which will have a direct impact on product performance. If it is associated with the service industry, such as a hospital (RS), then what is meant by a product is a service provided by HR/company employees to its consumers, in the case of patients. This shows that the role of HR (employees) to maintain customer satisfaction is very large.

Peltier and Dahl (2009) state that employees in the service industry, including hospitals, affect customer satisfaction. One important way to see that employees influence organizational performance is their interactions with customers. If employees provide good service to customers, of course, customers will feel satisfied so that they will be loyal to the company. Conversely, if the employee does not provide good service, then customers are not satisfied and tend to leave the organization to switch to other organizations that can provide optimal satisfaction.

The increasing competition requires a service provider to always spoil the customer/customer by providing the best service. Customers will look for products in the form of company goods or services that can provide the best service to them. Therefore, it is not enough for a company to simply pursue customer satisfaction. The company must find and create new customers and still retain loyal customers that already exist. According to Ellitan in Marianah (2012) that providing superior services is a winning strategy because it produces more new customers, less lost customers, more isolation from price competition, and fewer errors that require service performance. Service is a core value component that drives every company to succeed.

One way that can be done to obtain and maintain customer satisfaction is to maintain while improving employee performance. Maintaining and improving employee performance so that it remains good is a difficult job done by service companies. This happens because what they sell is services/services to customers. If the customer does not feel satisfied, it can indicate a decrease in employee performance. Employee performance is needed so that the quality of service to customers remains high by company expectations. Tranggono (2008) in his research concluded that employee performance has a significant effect on customer satisfaction. The better the performance of employees, the more satisfied consumers will be. Customers will be satisfied if the company represented by their employees can provide service performance by consumer expectations. This will cause consumers to repurchase the services offered by the company. So, customer satisfaction will be formed if employees are performing high to meet customer needs.

Terry and Israel (2004) state that the factor that can affect the quality of service to consumers so that consumers feel satisfied is employee performance. However, not all employees can provide the best service to corporate customers. This relates to the level of employee satisfaction or commonly called job satisfaction with the company and its work. If an employee is not satisfied with the work given or to the company's environmental

conditions, the employee is certainly not able to provide services and increase customer satisfaction. Bulgarella (2005) states that employees who interact with consumers/customers are in a position to build awareness and respond to the goals and needs of consumers/customers. Giving satisfaction to employees having high energy and willingness for them to provide good service, so they will give a positive view of the goods/services available. Employees who feel satisfied will have enough emotional resources to show empathy, understanding, respect, and attention to customers.

Panti Waluya Sawahan Hospital Malang was established in 1929, where there were enough age and experience in providing health services. Panti Waluya Sawahan Hospital Malang always participates in the development of Health Science and Technology which is in line with the times. It is not only science and technology that is developing, HR in all fields, health services in Panti Waluya Sawahan Hospital Malang is also growing rapidly. Experts in their respective fields have been available in Panti Waluya Sawahan Hospital Malang. Where they are ready to serve patients and their families professionally, quickly, precisely, and friendly. Not enough with formal education, health service workers at Panti Waluya Sawahan Hospital Malang always get adequate training by their respective fields of duty.

In the context of evaluating employee satisfaction and capturing employee aspirations, at the end of 2018 questionnaires were distributed regarding Employee Expectations and Satisfaction. Of the 560 questionnaires distributed to all employees of Malang Panti Waluya Hospital, 462 questionnaires were returned and were recapitulated by the PMKPRS team. The number represents around 82.5% of the employee votes. The recapitulation results showed that the number of employees who said they were satisfied with income was 34.85%, satisfied with achievement awards as much as 27.27%, satisfied with teamwork, communication, friendship as much as 71.00%, satisfied with their income. services in work units as much as 71.65%, satisfied with health insurance as much as 10.61%, satisfied with complaints about complaints as much as 15.37%, the satisfaction of education and training opportunities as much as 32.25%, satisfaction of facilities, infrastructure, facilities as much as 54.76%. Based on the results of the survey it can be concluded that job satisfaction experienced by employees in some cases is still low because it is less than 50%.

Based on these problems researchers are interested in conducting a study on secondary data about employee job satisfaction at the Panti Waluya Hospital Malang in 2019 to help provide solutions in human resource management problems to improve employee job satisfaction.

## **METHODS**

The research design used was descriptive research, namely by conducting a study on secondary data about employee job satisfaction in Malang Hospital Waluya Panti Hospital in 2019. The population survey was all employees in Panti Waluya Sawahan Hospital Malang as many as 507 people, with sampling technique is the total sampling. Retrieval of survey data using employee satisfaction questionnaire owned by the Panti Waluya Sawahan Hospital Malang. Then researchers will conduct a literature study to help provide solutions to human resource management problems. Research time in October 2019.

**RESULT**

Based on the results of the job satisfaction survey of Panti Waluya Sawahan Hospital Malang in 2019 to all employees, as many as 507 people obtained the following results:

**Table 1. Distribution Table Percentage of Employee Job Satisfaction at Panti Waluya Sawahan Hospital Malang**

Category	Satisfied	Not satisfied	Do not know	Not filled	Total
Income	28.60%	52.27%	7.89%	11.24%	100%
Promotion opportunities	32.55%	37.08%	21.89%	8.48%	100%
Co-workers	39.05%	20.71%	25.84%	14.40%	100%
Health insurance	30.57%	51.08%	9.47%	8.88%	100%
Solution to complaints	22.29%	52.86%	16.17%	8.68%	100%
Training Opportunities	61.93%	14.99%	14.79%	8.29%	100%

Based on the data in Table 1, it can be seen that the percentage of employees who said they were satisfied in 6 aspects of employee job satisfaction assessment was the lowest satisfied with the solution to complaints and the highest was satisfied on the training opportunity

**DISCUSSION**

Robbins (2006) states that satisfied employees will be able to increase customer satisfaction and loyalty. This happens because, in a service organization, customer loyalty and disloyalty are very dependent on the way employees relate to customers. Satisfied employees are friendlier, cheerful, responsive, which are valued by customers. Satisfied employees are less likely to resign, so customers are more likely to meet familiar faces and receive experienced service. These characteristics build customer satisfaction and loyalty. An increase in job satisfaction for employees certainly has an impact on the performance it shows.

Dessler in Handoko (2001) suggested that there are differences between employees who have job satisfaction and those who do not. Employees who feel satisfied in their work tend to have better attendance and compliance records but are less active in participating in union activities. This employee also usually has a better performance compared to employees who do not have satisfaction in their work. Based on this it can be concluded that job satisfaction has an important meaning for employees and the company, especially for the sake of creating positive conditions in the work environment. Robbins (2006) also states the impact of job satisfaction on employee performance. Employees who are satisfied with their work are more likely to talk about positive things about their organization, help others, and do their work performance beyond normal estimates.

The results of research conducted by Desi, Ayu (2013), with the title "The Effect of Job Satisfaction on Employee Performance and Customer Satisfaction in Private Hospitals in Denpasar City" obtained the results that 1) job satisfaction has a significant positive effect on employee performance, 2) Employee performance also has a significant positive effect on customer satisfaction, and 3) job satisfaction has a positive effect directly on and indirectly through employee performance on customer satisfaction.

The results of research conducted by Andini, Rita (2006) with the title "Analysis of the Effect of Salary Satisfaction, Job Satisfaction, Organizational Commitment Against Turnover Intention (Case Study at Roemani Muhammadiyah Hospital Semarang)", obtained the results of the analysis that job satisfaction has a positive effect on organizational commitment proven through testing that produces a value of  $CR = 6.066$ . Salary satisfaction hurts turnover as evidenced by testing which results in a value of  $CR = -4,308$ . Job satisfaction hurts turnover as evidenced through testing that produces a  $CR$  value of  $-4,875$  and organizational commitment hurts turnover through testing that produces a  $CR$  value of  $-2,852$ .

The results of research conducted by Al, Hanif (2012) with the title "The Influence of Organizational Culture and Job Satisfaction on Employee Performance (Study at Wilitar Hospital" Citarum "Semarang City)" on the results of the analysis showed that organizational culture has a positive effect on employee performance indicated by a probability value of 0.007 and t arithmetic of 2.759 with a coefficient value of 0.241, job satisfaction has a positive effect on employee performance as indicated by a probability value of 0,000 and t arithmetic of 5.262 with a coefficient value of 0.460.

The results of research conducted by Ribkha, Lydia (2013) with the title "Analysis of Employee Attachment to Work and Work Environment on Job Satisfaction and Employee Turnover Intentions at Siloam Manado Hospital" states that there is a significant positive effect between job embeddedness on job satisfaction, there is an influence Significantly positive between work environment on job satisfaction, there is a significant positive effect between Job embeddedness on turnover intention, there is a significant positive effect between work environment on turnover intention and there is a significant negative effect between job satisfaction on turnover intention

The results of research conducted by Candra, Et Al (2016), with the title "The Effect of Compensation, Leadership Style and Job Stress on Employee Job Satisfaction at RS Dharma Kerti " shows that compensation has a positive and significant effect on employee job satisfaction, leadership style has a positive and significant effect on employee job satisfaction and job stress negatively affect employee job satisfaction. The Dharma Kerti Hospital must provide compensation by the Tabanan Regency UMK standard, the leader must also be able to make decisions that are appropriate to the needs of the employees and do the job distribution well. It aims to increase employee job satisfaction at the Dharma Kerti Tabanan Hospital.

The results of research conducted by Farlianto (2015) with the title "The Effect of Leadership Effectiveness Dimensions on Employee Job Satisfaction at Permata Bunda Yogyakarta Hospital" shows that leadership effectiveness simultaneously or partially

influences employee satisfaction at Permata Bunda Yogyakarta Hospital proven by the three independent variables, namely the leadership relationship subordinates (X1), the task structure (X2), and the strength of the leader position (X3) simultaneously affect the job satisfaction of employees at Permata Bunda Hospital Yogyakarta.

## **SOLUTION**

Based on studies that have been done that efforts to improve employee job satisfaction are training, empowerment, and self-efficacy.

### **Training**

This research by, Harsono (2009): "The Effect of Education and Training, Job Satisfaction on Employee Performance with Organizational Commitment as Intervening Variables". This study aims to analyze the effect of education, training, and job satisfaction on employee performance. The sample used was 33 respondents. Based on the results of data processing, it can be concluded that education, training, and job satisfaction have a positive effect on employee performance.

In general, companies see the importance of employee education and training, which is to balance the development of the company itself or answer technological challenges. In a business world where competition is increasingly sharp, companies need to manage their training programs so that the company can survive or even develop. Good training will produce employees who work more effectively and productively so that their work performance also increases.

According to Siagian (1988, 175 ) the definition of training is the process of teaching and learning using certain techniques and methods conceptually it can be said that training is intended to improve the skills and work abilities of a person or group of people. Usually, those who have worked in an organization whose efficiency, effectiveness, and productivity are deemed necessary need to be increased in a directed and pragmatic manner.

Moekijat (1991, 4) says training as follows: training is needed to help employees add skills and knowledge that are closely related to the work in which the employee works. Three conditions must be met so that an activity can be called an exercise;

- a) Training must help employees increase their abilities.
- b) Training must bring about changes in habits, in information, and in the knowledge, he applies to his daily work.
- c) Training must relate to the particular work being carried out or the work that will be given in the future.

The statements about training above reveal that training is an activity to improve one's workability about economic activities that can help employees understand practical knowledge and its application to get job satisfaction and improve job performance.

### **Organizational culture**

Based on research conducted by Xaverius, et al. (2016) on "The Effect of Organizational Culture on Job Satisfaction, Organizational Commitment and Intention To Leave (Study of

PT.Bitung Mina Utama Employees) ". the results obtained that organizational culture has a significant effect on job satisfaction can be accepted.

Employees feel the company emphasizes to always be careful and pay attention to details when doing work because the company is engaged in production, most of the work processes in the company are directly related to production equipment that requires accuracy in operation, inaccurate or not paying attention to details can endanger the employee or other employees, misoperation of the means of production can also result in a production process that is hampered or stopped, this makes the employee feel the work he is doing has considerable responsibility in the running of the production process in the company which ultimately fosters a sense of satisfaction on the work owned.

The results of this study reinforce research results from Khan, et al (2011), Sabri, et al (2011), and Emami, et al (2012), which shows evidence of a significant positive relationship between organizational culture and job satisfaction. The results of this study also reinforce the opinion of Robbins (2006) which suggests several important factors that bring more job satisfaction. The first is work that provides opportunities to use skills, and feedback on how well they work, the next factor is how the employee's working conditions, both in terms of personal comfort and ease of doing work, these things are closely related to the rules and standards set by the company, while the rules and standards are formed from the organizational culture within the company itself.

### **Self-efficacy**

This research by, Chasanah (2008) entitled: "Analysis of the Effect of Empowerment, Self-efficacy and Organizational Culture on Job Satisfaction in Improving Employee Performance". This study aims to analyze the effect of empowerment, self-efficacy, and organizational culture on job satisfaction and employee performance and analyze the effect of job satisfaction on employee performance. The sample used was 161 respondents with data analysis using Structural Equation Modeling (SEM). Based on the results of data processing, it can be concluded that self-efficacy and organizational culture affect job satisfaction and employee performance. Job satisfaction has a positive effect on employee performance. While empowerment does not affect job satisfaction or employee performance

Self-efficacy ( self-efficacy ) was first introduced by Bandura (1986). Self-efficacy is a matter of an individual's perceived ability to deal with a specific situation in connection with an assessment of the ability to take any action that has to do with a specific task or situation. Self-efficacy is the individual assessment of confidence will be his ability in performing their duties to obtain the results as expected. Self-efficacy is one of the personal factors that mediate or mediate in the interaction between behavioral and environmental factors. Self-efficacy can be a determinant of successful performance and performance of work. According to Bandura (1986), self-efficacy is an individual's subjective consideration of his ability to arrange the actions needed to complete the specific tasks faced. Self-efficacy is not directly related to skills possessed by individuals, but to self-assessment of what can be done from what can be done, without being related to the skills they have. The basic concept of self-efficacy theory is the problem of the belief that each individual can control his thoughts, feelings, and behavior. Thus self-efficacy is a

matter of subjective perception. This means that self-efficacy does not always describe the true ability, but is related to the beliefs that an individual has (Bandura, 1986).

## CONCLUSION

Based on the explanation of the results of the literature review in the discussion it can be concluded that:

- 1) Employee job satisfaction can affect employee performance, customer satisfaction, organizational commitment, turnover, type of work, and work environment.
- 2) Efforts to improve employee job satisfaction are to improve training activities, increase organizational culture understanding of employees, and employee self-efficacy.

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