

## **Analysis of Factors Affecting Job Satisfaction Contract Workforce at RSUD Dr. Pirngadi Medan**

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**Abstract:** *Human resources are a very important aspect for an organization, company, or other type of agency because of how the organization operates depending on how the quality and performance of the human resources in it. Job satisfaction of a workforce can affect the success or failure of a company so it is necessary to know the main factors that affect job satisfaction of workers including those with contract status. The object of the research is Dr. RSUD Pirngadi Medan with a total population of 614 workers contracted. The number of samples in this study were 127 respondents. The analytical tool used is multiple linear regression analysis. The results showed that work load, work relations, and work environment did not have a significant effect on job satisfaction of contract workers, while compensation and supervision had a significant effect on job satisfaction of contract workforce.*

**Keywords:** *Job Satisfaction, Work Load, Work Relations, Work Environment*

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### **I. Introduction**

Human resources are a very important aspect for an organization, company, or other type of agency because of how the organization works, whether it is successful or not depends on the quality and performance of the human resources in it. Based on this, in an organization, the needs of each employee or worker, especially basic needs such as a decent salary, from every level must be considered in order to motivate an employee.

There are many things that can be done to fulfill the needs of an employee, for example the amount of salary that follows the standard minimum cit/regency wage where written in Article 88 of the Manpower Act paragraph 3 point a has a workload that is not too discriminating an employee answers with other employees as written in Article 6 of the Manpower Act that every worker/laborer has the right to receive equal treatment without discrimination from employers.

In this case the main focus is the state civil apparatus with the status of government employees with employment agreements or those usually called honorary employees (in this thesis, RSUD Dr. Pirngadi uses the term 'contract labor' according to the 2018 Provision letter). Contract workers were chosen because in this country there are still frequent inequalities between salaries that are appropriate based on humanity and actual salaries obtained by workers, or not being able to protect employees for example by providing BPJS facilities so that if an employee is sick, he still has to pay in general. Other cases include too heavy workloads and no leave. This must apply in government agencies, including hospitals that are under the ownership of an area.

Dr. Hospital Pirngadi was founded on August 11, 1928 by the Dutch Colonial Government. The name used now, Dr. Hospital Pirngadi, from the director of the first Indonesian hospital named Doctor Raden Pirngadi Gonggo Putro. On December 27, 2001, Dr. Pirngadi is under the ownership of the Medan Government with class B. Then on April 10, 2007 Dr. RSU Health Services Agency Pirngadi Medan officially became an Education Hospital based on the Decree of the Minister of Health of the Republic of Indonesia Number: 433/Menkes/SK/IV/2007. RSUD Dr. Pirngadi has a Memorandum of Understanding with 36 educational institutions, one of which is the University of North Sumatra.

Since under the ownership of Pemko Medan, Dr. Pirngadi made improvements in all fields ranging from Organizational restructuring, Personnel and Management, building repairs, additional halls and labor, procurement of advanced equipment, and the addition of supporting facilities. This is done to advance the performance of the hospital so that it can become a class A hospital as expected by the Director of Dr. Hospital. Pirngadi Medan, Edwin Effendi, with the aim of serving patients better.

Dr. Hospital Pirngadi is one of the oldest and largest hospitals in Medan and has served millions of patients, both inpatients and outpatients. Even Dr. Pirngadi was never able to accommodate patients. Therefore, the management of Dr. Hospital Pirngadi adds to the number of inpatient rooms which now number 521 rooms

with various classes and needs, as well as increasing the number of employees, both civil servants and employees who are called contract workers. At present the number of contract workers in Dr. Pirngadi numbered around 600 people, more complete in Table 1.1:

**Table 1.1 Number of Non PNS Employees (Contract Workers) Dr. Pirngadi Medan  
31 December 2017**

No.	Position	Total
1.	Doctor	14 Workers
2.	Nurse	225 Workers
3.	Non-Medical	375 Workers
	Total	614 Workers

**Source: Primary Data From the Civil Service Section of RSUD Dr. Pirngadi**

But precisely the staffing problem occurred. Obtained from news published in print media in 2015, 2016, and 2017, there are cases of temporary employees or contract workers in this hospital who have not received compensation in the form of salaries for several consecutive months. Under the ASN Law, contract laborers are entitled to receive salaries and benefits, leave, protection, and develop competencies. The salary they receive is also referred to as not according to Medan MSE where the MSE is the standard of welfare in Medan.

The hospital admitted that it was difficult to pay employees admitted that the number of contract workers in the Dr. There are already too many people. To overcome this problem, the hospital management issued an idea to rationalize contract labor as needed. But this could have a negative impact on contract labor because in other words, some of them must be terminated 'forced' or terminated (termination of employment). The impact that can occur on this idea is the contractor's job satisfaction at Dr. Pirngadi decreases. Job satisfaction of an employee is important to know so that a company can measure how much they pay attention to their employees. This job satisfaction can be influenced by many things such as giving compensation, workload, work environment, or even the relationship between each employee and employee with his supervisor. Especially compensation, as written by Handoko (2011) that satisfaction with compensation can affect employee behavior to work more passionately.

Another thing to note is the workload of someone at work. At Dr. Hospital Pirngadi, for example, both contract nurses and civil servants both have many job responsibilities. Not to mention the demands of the patient's family which adds to their duties. In addition, the relationship between labor factors was also investigated because Dr. RSUD Pirngadi is a hospital that has many workers so it is necessary to know the relationship between workers, whether they have a good relationship with their professions or not in their profession.

While the work environment factors both physical and non physical are examined because the work environment can affect a person's physical and emotional condition. Some rooms in the hospital still feel hot even though there is an air conditioner, this can make a worker feel hot and bored quickly. Another example, at some locations there is poor ventilation, poor lighting so you have to keep on turning on the lights. The last factor to be examined is supervision. Employee satisfaction can be improved through attention and good relationships from the leadership to subordinates (As'ad, 2004). From this statement, the better the quality of supervision provided by the head of the room, the better someone works.

## **II. Theoretical Review**

### **2.1 Job Satisfaction**

Job satisfaction can actually be felt differently in each person, which is an emotional attitude that is pleasant and loves his job. A more logical definition, job satisfaction is the extent to which individuals feel positively or negatively various kinds of factors or dimensions of tasks in their work (Hariandja, 2009). Another understanding views job satisfaction as a result of the overall degree of liking or dislike of labor to various aspects of his work, namely aspects such as salary or wages received, working conditions and leadership attitudes.

### **2.2 Compensation**

Compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to companies. Compensation is divided into two forms, namely direct and indirect forms. Direct forms in the form of wages, salaries, benefits, and incentives. Indirect forms of protection programs such as insurance, leave, and facilities (Mangkunegara, 2017 and Handoko, 2011).

### **2.3 Work Load**

According to Permendagri (2008), workload is the amount of work that must be borne by an office / organizational unit and is the product of work volume and time norms. Work activities are activities or work routines performed by employees, which consist of duties and responsibilities in working in accordance with the specified work description (Yuli, 2005).

### **2.4 Work Relationships**

Based on Article 1 number 15 of Law No. 13 of 2003 concerning Labor, employment relations are relations between employers and workers/laborers based on work agreements, which have elements of employment, wages, and orders. In Article 50 of Law No. 13 of 2003, employment relations occur because of the employment agreement between employers and workers/laborers. The work agreement is made in writing or verbally. With the existence of work agreements, the bond between employers and workers occurs through orders. In other words, work relations are formal ties of employers (companies) with their workers.

### **2.5 Work Environment**

Sedarmayanti (2015) states that there are two types of work environment namely physical work environment and non physical work environment. According to the Standard, the physical work environment is all physical conditions found around the workplace that can affect employees directly or indirectly.

### **2.6 Supervision**

The functions of planning, organizing, personnel, and direction will not be effective without the function of supervision (Handoko, 2011). Supervision or controlling needs to be done to check the task or work that has been completed as planned. Controlling is the process of measuring performance and taking action to ensure desired results (Schermerhorn, 2002) or supervision is the process of measuring performance and taking action to ensure the desired results. A supervisor is responsible not only for supervising, checking and giving direction to subordinates but also to protect them to achieve the desired goals.

## **III. Materials and Method**

### **3.1 Types of Research**

Based on the nature of the data, this type of research is quantitative research, while based on the method it is descriptive correlational. The approach used in this study is cross-sectional to examine the independent variables and dependent variables at the same time (Sinulingga, 2014).

### **3.2 Population and Samples**

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by the researcher (Sugiyono, 2016) while the sample is an object or subject that can represent the population. Based on the problem and description of the object of research, the population contained in the study this is all the contract labor of Dr. Pirngadi Medan. According to data obtained as of 31 December 2017 there were 614 active contract workers.

Samples will be selected by probability sampling technique with cluster random sampling method. According to Sugiyono (2016), this method can be used if the population does not \ consists of individuals, but consists of individual groups or clusters. This method was chosen because the number of contract labor populations is known to be certain and consists of individuals in several groups.

Based on the calculations that have been described, the number of samples used from each part of the profession in this study includes 69 nurses and 79 non-medical personnel with a total of 148 people or the number of samples.

### **3.3 Data Analysis Method**

This study uses descriptive qualitative analysis method to determine the existence of relationships between dependent variables and independent using inductive statistics correlation with multiple regression analysis. The qualitative descriptive objective in this study is to provide a systematic, factual and accurate description of certain facts.

#### **a. Descriptive Analysis**

Sugiyono (2010) explains that qualitative research methods are research methods used to examine natural objects, where researchers are key instruments, while data collection techniques are conducted by interview methods, data analysis is inductive, and the results of qualitative research emphasize meaning rather than generalization.

## **b. Multiple Linear Regression Analysis**

This analysis is conducted to see if there is a causal relationship between the two variables or examine how large one variable affects the other variables. Relationship between variables that describe the function, namely:  $y = f(x)$ . This function explains the relationship between the dependent variable (Y) and the free variable (X). Hypothesis testing using t test, F test, r squared test.

## **IV. Results and Discussion**

### **4.1 Analisis Deskriptif**

In this study, it was originally planned to take a sample of 148 people. However, due to constraints at the research deadline, there were a number of questionnaires that did not return, and the existence of a number of questionnaires which not all statements were filled, then finally this study only used 127 samples divided into 54 contracted nurses and non-medical contract workers amounting to 73 people.

### **4.2 Results and Discussion**

#### **1. Effects of Compensation on Job Satisfaction**

From the results of the research that has been done, it can be seen that the compensation variable ( $X_1$ ) has a significant influence on the work satisfaction of the contracted workforce at the RSUD Dr. Pirngadi Medan. This is evidenced by the results of a number of tests which show where the value of  $t_{count} > t_{table}$  with the probability value of the satisfaction variable is smaller than 0.05.

From the total middle value or the mean of each item statement in the compensation variable is 1.99. This value is quite small so that it can be concluded that job satisfaction of almost all respondents is classified as low. From the table it can also be seen that although the mean value of satisfaction will be the highest amount of salary, they are not satisfied with the salary schedule.

Apart from the results of the questionnaire, research was also conducted through a brief interview to several respondents. The answers of respondents who were the source of the interview were also almost the same, namely their salaries below the North Sumatra Provincial Minimum Wage, which was around Rp. 2,100,000 (preliminary data 2018). In addition, there were some respondents who claimed to be late in receiving a salary. Especially for nurses who also should receive income from medical services are often several months late. When nurses receive medical service income, the amount of medical services is accumulated from the previous months.

For some contract laborers who are married, they can still understand this because they still have husbands who play a role in the economies of their families. However, the issue of late salaries often makes male contract workers, especially those who are married, feel quite disturbed because they feel that the family economy is their primary responsibility.

In essence, every worker is a valuable asset for every company, so a company should pay attention to every employee. As stated by Carell, et. al. in Handoko (2011), the provision of compensation / compensation aims to attract employees from outside the company, retain employees who are of good quality, motivate employees, and as an effort to comply with applicable laws and regulations.

In this study, it would be better if the salary of contract workers could be equivalent to the North Sumatra figure, or at least the salary of contract workers could be paid on time, as well as medical services so that contract workers could survive especially those with good employment records. This needs to be done so that it can maintain the principle of justice for each contracted workforce and so that workers can properly fulfill every basic need or daily need.

#### **2. Effect of Workload on Job Satisfaction**

The results of the research that have been tested show that the workload variable does not have a significant effect on the variable work satisfaction of the contract labor of Dr. Pirngadi Medan. It can be seen that  $t_{count} < t_{table}$  is equal to  $0.262 > 1.65754$  and the probability of workload probability ( $X_2$ ) is greater than 0.05 which is equal to 0.794.

Where shows that even though the task of a worker is varied, the task received by a worker according to his ability is shown from the highest mean value among all statements. Not only from the tests carried out using the results of the questionnaire, this study was also supported by a brief interview.

From the results of a brief interview it can be found that contract workers feel that their workload tends to be reasonable or they can still do well, even though there are certain days they are very busy so it is difficult to divide the rest time with work time.

However, please also note that the value of BOR (Bed Occupancy Ratio) from last year's data, 2017, is 52.19%, where this figure is lower than the minimum standard BOR rate of 60%. In addition, the TOI (Turnover Interval) value where this value is the average number of days a bed is not occupied. Ideally, the TOI value is 1-3 days, while the TOI RSUD Dr. The revenue from the data for the end of 2017 is 6.78 days, which means the

number of days the bed is not used exceeds the ideal value of the TOI. From this explanation it can be interpreted that it is likely that the workload of contract workers, especially nurses, is under the workload that they should receive.

The conclusion of the workload factor is that in this hospital contract workers generally still have a normal workload or they can still do well without feeling very burdened and they still have enough time to be able to complete their work.

### **3. Effect of Work Relationships on Job Satisfaction**

From the results of the research that has been done, it can be seen that the employment relationship variable ( $X_3$ ) does not have a significant effect on the work satisfaction of the contracted workforce at the RSUD Dr. Pirngadi Medan. This is evidenced from the results of a number of tests shown in which the value of  $t_{count} < t_{table}$  with the probability value of the satisfaction variable is greater than 0.05.

Based on the data, the total mean value of the employment relationship is quite high at 3.71. From this number, it can be concluded that the work relationship in Dr. RSUD Pirngadi is quite good, especially among fellow professions, for example a nurse with another nurse. In addition, testing was also supported by brief interviews with several respondents.

The results obtained from the short interviews were many of the respondents who claimed that they had close friends with more than one person and they were quite close to colleagues who were not professions, such as nurses with doctors. An interesting thing to discuss is that there are some respondents who admit that one of the reasons they continue to work in this hospital is because of good relationships between workers.

### **4. Effect of Work Environment on Job Satisfaction**

The results of the research that have been tested show that the work environment variable has no effect on the variable work satisfaction of the contracted workforce at the RSUD Dr. Pirngadi Medan. It can be seen that  $t_{count} < t_{table}$  and probability of work environment probability ( $X_4$ ) is greater than 0.05.

In the physical environment, it can be concluded that almost all workers participate in maintaining the cleanliness of their place of work. This is very necessary because cleanliness is a shared responsibility, it is not only the duty of the cleaning service. Comfortable and clean hospitals can support the comfort of patients or visitors. While in a non-physical environment, almost all workers feel very comfortable with their colleagues.

In addition, from the brief interviews conducted, there were also many respondents who did not have a problem with their physical environment even though there were some who felt that the physical environment such as the condition of their work space was not feasible, such as there were some leaky roof spots, but they were not too disturbed. It was because he felt that the leak was not severe. Interviews about the non-physical environment also tended to be good, ie workers felt that they were comfortable with their other colleagues, both profession and non-profession.

Conclusions from work environment factors are generally good, both physical and non-physical environment although according to the authors themselves there is still much that needs to be improved from the appearance and facilities of the physical environment in this hospital.

### **5. Effects of Supervision on Job Satisfaction**

From the results of the research that has been done, it can be seen that the supervision variable ( $X_5$ ) has a significant influence on the work satisfaction of the contracted workforce at the RSUD Dr. Pirngadi Medan. This is evidenced by the results of a number of tests which show where the value of  $t_{count} > t_{table}$  with the probability value of the satisfaction variable is smaller than 0.05.

Supervision or supervision related to superiors and subordinates. In this study, for example nurses with their room heads and supervisors, as well as non-medical workers with supervisors and section heads. From Table 4.20, it can be concluded that supervisors almost always provide tasks that are in accordance with the ability of workers but tend to rarely give recognition to workers. Please note that recognition or recognition from superiors is important for workers. Recognition is actually an important factor in the job satisfaction of a worker because it is important to pay attention and know the value of a work that has been done by a worker to motivate him in achieving job satisfaction.

Psychologically, if someone's work is valued, it can increase motivation in work so they can achieve the target or vision expected by a company. In addition, the prevailing supervision in modern times is to make supervisors or supervisors become discussion partners, so that workers can discuss or exchange opinions with their supervisors about their work. To give recognition does not always have to be in the form of money, but it can be praise or motivational words that can arouse the enthusiasm of a worker.

In essence, supervision is carried out as an effort to ensure that every work process goes according to what is expected for the achievement of corporate objectives, as stated that supervision is a management

function that also has a close relationship with other management functions, especially with planning. From this statement, supervision is expected to have a positive impact on the company.

#### **4.3 Managerial Implications**

This research is expected to be able to help the parties concerned at Dr. Pirngadi, like:

1. Management of Dr. Hospital Pirngadi can evaluate the number of contract workers to be more in line with the average number of patients and adjust the BOR value.
2. Management of Dr. Hospital Pirngadi can evaluate salary calculations that are more appropriate and feasible.
3. Management of Dr. Hospital Pirngadi can reset the payroll system to be able to provide salaries on time.
4. Can be input for improving hospital facilities.
5. Can be input for management to provide leadership training.
6. Each party, both its management and its own workforce, must take care of the environment, maintain hospital equipment and equipment and make good use of it.

## **V. Conclusion and Suggestion**

### **Conclusion**

This study can be concluded that Compensation and Supervision have a significant effect on the work satisfaction of the contracted workforce at the RSUD Dr. Pirngadi Medan. In more detail it is described as follows:

1. Compensation has a significant effect on job satisfaction, meaning that low salaries and frequent late salary receipts cause a decrease in the work satisfaction of contract workers.
2. Workload does not have a significant effect on job satisfaction. The workload received by contract workers in Dr. RSUD Pirngadi is considered still reasonable, according to the ability of workers, and still has enough rest time.
3. Employment Relations does not have a significant effect on job satisfaction because the employment relationship of hospital employees is good enough.
4. Work Environment does not have a significant effect on job satisfaction, both physical work environment and non-physical work environment.
5. Supervision has a significant effect on job satisfaction, which means that poor supervision, especially in terms of recognition of hard work or recognition from superiors to subordinates, causes a decrease in job satisfaction for contract workers.

### **Suggestion**

Based on the conclusions previously stated, the suggestions that can be given for improvement are:

1. Regarding compensation, suggestions that can be given are:
  - a. The hospital management together with the government needs to evaluate the salary of the contract workers more appropriately. In addition, it is necessary to reevaluate the number of contract workers to be adjusted to the needs of hospitals so that the use of contract workers is more efficient and effective and can be more equitable in the distribution of salaries.
  - b. Improving the salary receiving schedule system, for example, is faster in calculating hospital income and dividing it into appropriate calculation of salaries and bonuses for contract workers who perform well. This is done to prevent delays in receiving salaries, especially nurses who are also supposed to receive medical services every month.
2. Regarding supervision, suggestions that can be given are:
  - a. Overall, supervision has been carried out quite well, but it lacks recognition for hard work or recognition so supervisors need to pay more attention to how their workers carry out their duties. A supervisor or boss is expected to appreciate his subordinates' hard work and should take leadership training in order to be able to implement it in work. Such training can be organized by the hospital or outside parties such as public seminars.
  - b. Appreciation for labor can be given through praise or giving bonuses to workers who have done SOPs well.
3. In addition to compensation and supervision, there are several suggestions that can be implemented, namely:
  - a. The physical environment, such as facilities and workplace conditions, is overall considered good. However, some things that need to be improved are the condition of the room that is too dark or stuffy, public toilets (not bathrooms in each room) that are less clean and hygienic, damaged and dormant floor tiles for some time, and some facilities in the patient's room, such as fans and faucets that are not functioning properly.
  - b. It is a good idea to make an informal meeting or formal meeting to discuss what are the complaints of contract workers, not just discussing but also try to improve as much as possible.
  - c. The number of competitors from private hospitals can reduce the number of patients to Dr. Pirngadi so that there needs to be an improvement in services and facilities so that people in need still choose Dr. RSUD

Pirngadi is a trusted hospital. If the community believes in this hospital it can increase income. Increased income is expected to increase the amount of salary and benefits and give it on time.

4. For further research, the five variables in this study affect 37.3% of the work satisfaction of contract workers, other researchers can develop it in more detail, for example by adding factors or deepening the discussion of factors that have been studied.

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