

Job Satisfaction of Nurses at the General Hospital of the Ministries of Law and Human Rights

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Abstract: *Job satisfaction is a general attitude of an individual to the work he does. A person with a high level of job satisfaction shows a positive attitude towards his work, while someone who is not satisfied with his job shows a negative attitude towards his work. The purpose of this study was to determine the level of job satisfaction of nurses in General Hospitals under the Ministry of Law and Human Rights in Jakarta in 2019 based on 3 factors related to job satisfaction, namely organizational policy, workload and competency of nurses. This study used a cross sectional design with quantitative and qualitative approaches. The population was all the nurses in charge of the hospital which amounted to 38 people. The sample was all populations with exclusion criteria for nurses on leave. The total sample of the study was 35 people because there were 3 nurses who were on leave. The results of the analysis of this study show that the percentage of nurses who are satisfied working as nurses in General Hospitals under the Ministry of Law and Human Rights is 48.6%. Low levels of job satisfaction are caused by organizational policies that do not support nurse' performance, workloads that do not match nurses' competencies, and nurses' competencies are still lacking due to a lack of refreshing knowledge and skills in responding to current nursing challenges. The efforts needed to improve the job satisfaction of nurses at the hospital are the management needs to review organizational policies related to nurses and nursing services, suit the workloads to the duties and functions of nurses, and increase nurse competencies so that they can produce optimal performance.*

Keywords: job satisfaction, ministry's hospital, nurses

1. Introduction

Human resources in organizations are very important factors. This is because the element of human resources is the key to the success of the organization. Hospital is a complex institution with products in the form of services. The quality of service in hospitals is largely determined by the quality of the person who delivers the service [1].

Now it is known that the main problem that often arises in human resource management is how to find the best way to achieve job satisfaction [2]. Problems related to job satisfaction need special attention and are to be handled seriously.

Nurses are the highest number of health workers and the need for their professional roles is quite high compared to other health workers. Information released by Data and Information Center of the Indonesian Ministry of Health in 2017, shows that the ratio of nurses decreased in 2015 compared to 2014, namely from 94.07 nurses per 100,000 population to 87.65 nurses per 100,000 population, but the both ratios are still far from the target of the Ministry of Health's Strategic Plan of the Republic of Indonesia for 2015-2019, which is 180 nurses per 100,000 population [3].

Based on the distribution of nurse human resources, nurses at the hospital had the highest distribution of 58.26% compared to 29.46% in Puskesmas and nurses in backward regions disadvantaged, frontier and outermost areas were 12.22% [3]. Nurses in hospitals occupy an important role because they provide 24-hour service. Thus hospital is the main focus of the nurse professional group in providing nursing services. Hospitals need to pay attention to the

availability of adequate nurses in the midst of the problem of low nurse adequacy ratios in Indonesia [4].

Job satisfaction is the perception of employees regarding their work, namely affective and emotional responses to various aspects of an employee's work [5]. According to Robbins (2013) job satisfaction is important due to various reasons including evidence that unsatisfied employees often miss work (absent) and are more likely to resign, so that work productivity will also decrease. Satisfaction also determines worker behavior, where it is evident that satisfied employees will talk positively about their organization, obey and help other colleagues so that they have a better performance which has implications for increasing external customer satisfaction and loyalty in this case [6].

Organizational policy has a strong contribution in increasing nurse productivity and job satisfaction [7]. Job satisfaction also arises due to fulfilling the needs of the workers themselves, otherwise dissatisfaction arises because there is a discrepancy between expectations and reality obtained by nurses. Satisfied employees tend to give loyalty to the workplace and can increase work productivity [8]. The purpose of this study was to determine the level of job satisfaction of nurses in General Hospitals under the Ministry of Law and Human Rights based on 3 factors, namely organizational policy, workload and nurse competence.

2. Method

This study used a cross sectional design with quantitative and qualitative approaches. The population was all 38 nurses in charge of the hospital. The total sample was the entire

population. Exclusion criteria were 3 nurses on leave, so the total sample was 35 nurses. First, the quantitative analysis is done by collecting data in the form of a questionnaire about 3 job satisfaction factors, namely organizational policy, workload and nurse competency. The next analysis was carried out qualitatively, the analysis was conducted by in-depth interviews with 3 nurses and the Head of Nursing Services clarifying the results based on the content, presenting structured data and verifying the substance.

I.

3. Result

Table 1 shows the distribution of data based on characteristics of respondents. In table 1, it can be seen that female sex has the largest percentage of 74.3%, while male is 25.7%. In terms of education Nursing Diploma 3 shows the largest percentage of 57.1%, Nursing Bachelor 25.7% and Ners 11.4%, besides that there are still nurses with Senior High School education that is as much as 5.7%. As for employment status, all nurses have the status of Civil Servants (PNS).

Table 1: Characteristics of Respondents

Characteristics of respondents	n	Percentage (%)
Gender		
- Male	9	25,7
- Female	26	74,3
Education		
- Nurses Senior High School	2	5,7
- Nursing Diploma 3	20	57,1
- Nursing Bachelor	9	25,7
- Ners	4	11,4
Employment Status		
- Civil Servants	35	100

Table 2 shows the points of nurse job satisfaction on 3 predetermined factors, namely organizational policy, workload and nurse competency. This table shows that the frequency of nurses who answered "very dissatisfied" and "dissatisfied" was greater (278 times) than nurses who answered "satisfied" and "very satisfied" (212 times).

Table 2: Overview of Nurse Job Satisfaction Points in the General Hospital of the Ministry of Law and Human Rights in Jakarta in 2019

Job Satisfaction Factor	Very dissatisfied		Not satisfied		Satisfied		Very satisfied	
	f	%	f	%	f	%	f	%
Organizational policy								
- Staffing policies and rules	3	8,6	17	48,6	14	40	1	2,9
- Organizational policy socialization	1	1,9	12	34,3	22	62,9	0	0
- Fulfillment of facilities that support work	1	2,9	17	48,6	17	48,6	0	0
- Salary / benefits according to workload	0	0	11	31,4	24	68,6	0	0
- Opportunities develop in career and knowledge	0	0	16	45,7	19	54,3	0	0
- Award for work	0	0	13	37,1	22	62,9	0	0
- Dissemination of work-related operational procedure standards	0	0	11	31,4	24	68,6	0	0
Workload								
- Job according to education	0	0	16	45,7	19	54,3	0	0
- Division of tasks in teams	0	0	9	25,7	26	74,3	0	0
- Suitability of workload with the amount of energy	5	14,3	25	71,4	4	11,4	1	2,9
- Workload according to competence	4	11,4	26	74,3	5	14,3	0	0
Nurse Competency								
- Opportunity to increase knowledge and skills	14	40	17	48,6	2	5,7	2	5,7
- Management support for improving nurse competency	8	22,9	22	62,9	5	14,3	0	0
- Opportunity to continue education	12	34,3	18	51,4	4	11,4	1	2,9
Total	48	136,3	230	657,1	207	591,6	5	14,4

Table 3 shows the average satisfaction score of the three job satisfaction factors namely organizational policy (17,97), workload (9,34) and nurse competency (5,51). The average total satisfaction score of the three factors is 30,20.

Table 3: Description of Average Value of Nurse Job Satisfaction at the General Hospital of the Ministry of Law and Human Rights in Jakarta in 2019 Based on 3 Factors of Job Satisfaction

Job Satisfaction Factors	min	max	mean	SD
Organizational policy	13	21	17,97	2,38
Workload	7	13	9,34	1,28
Nurse Competency	3	9	5,51	1,48
Total	24	37	30,20	3,25

In table 4, it can be seen that the percentage of nurses' job satisfaction is 48,6%, while 51,4% of nurses say they are not satisfied.

Table 4: Description of Nurse Job Satisfaction in the General Hospital of the Ministry of Law and Human Rights in Jakarta in 2019

Nurse Job Satisfaction Category	f	Percentage (%)
Not Satisfied	18	51,4
Satisfied	17	48,6

In table 5, it can be seen that the highest percentage of nurse dissatisfaction is in the workload factor because it is not in accordance with the competency of nurses, namely 60%, followed by nurse competency factor of 51.4% and organizational policy of 42.9%.

Table 5: Description of Nurse Job Satisfaction at the General Hospital of the Ministry of Law and Human Rights in Jakarta in 2019 Based on 3 Factors of Job Satisfaction

Job Satisfaction Factors	Not Satisfied		Satisfied	
	f	%	f	%
Organizational Policy	15	42,9	20	57,1
Workload	21	60	14	40
Nurse Competency	18	51,4	17	48,6

The results of the questionnaire were verified by conducting in-depth interviews with 3 selected nurses and 1 Head of Medical Services.

3.1 Organizational Policy

Organizational policy concerns all matters relating to the provisions of the leader or management of the hospital in terms of salaries, facilities, opportunities to develop, awards and career advancement. Almost all nurses stated that the facilities in working as nurses were not considered by the management. Whereas the salary provided is in accordance with government regulations and the calculation of work benefits is not transparent.

"I feel the boss does not fulfill the facilities needed to support the work, the boss does not pay attention to the needs of the work based on the large risks that might be faced when serving patients"

"I am not satisfied working here because the facilities at work are not optimal to reduce workplace accidents and the risks to be received, relations with superiors are too formal"

The result of the questionnaires were verified by the Head of Nursing Services who realized that the facilities were still minimal due to lack of knowledge of the risks that might be received by nurses

"There are still many facilities that are not felt enough, but this is our homework to increase knowledge, what kind of facilities that should be provided in accordance with the conditions that should be met"

3.2 Workload

Nursing service assignments should be based on standard procedures at the hospital, 60% of nurses stated that they were dissatisfied with the workload, one of which was stating that the work carried out had no standard operating procedures, along with clarification from the interviews with nurses:

"There are a lot of nursing services that have no standard operating procedures written and socialized to all nurses"

"We are not shown the standard operating procedures in this hospital, there are many complaints from patients who are not satisfied with the services provided due to improper service".

"I am a nurse, but I have never been given the knowledge and skills to renew my abilities, instead I was assigned to the patient's medical record room, not according to my competence as a nurse".

"We have difficulty getting promoted because there are many credit terms and points that are not fulfilled, even all nurses have difficulty in handling Certificate of Registration, so we cannot get a promotion".

Following is the clarification of the interview with the Head of Nursing Services:

"We lacked people who were able to work together in a team to standardize operational procedures in writing, many employees said that they did not understand and could not help me to set up standard operating procedures. This hospital is indeed short of staff in several fields, so I have to assign someone to fulfill these shortcomings and it become problem because does not fit with their competency"

3.3 Nurse Competence

Nurse competency is the capacity of nurses in providing services to patients in accordance with the standard operating procedures owned by the hospital also including how nurses can respect the patient's personal rights, maintain all confidentiality and security of patient information and respect the patient's right to obtain information.

The nurse clarified that in order to have maximum competence in providing services to patients at the hospital it needed refreshment skills and increased knowledge, but this was not maximally obtained by the nurses, following his statement:

"Well here is lack of training or refreshment on nurses' skills, it's hard to get approval if you want to take part in training carried out by parties outside the hospital"

"Nurses have tried to respect patients, have been maximal in providing explanations about patient health, but nurse' knowledge is still lacking and need for training on this matter"

The results of interviews with nurses were clarified to the Head of Nursing Services, along with the statement:

"So far nurses have provided maximum service according to their competence, all about nursing services have been carried out maximally and in monitoring, but indeed there is a need for regular training to answer the challenges at this time, the hospital is indeed underfunded for the training costs needed by nurses"

4. Discussion

The results showed that the level of job satisfaction of nurses in General Hospitals under the Ministry of Law and Human Rights in Jakarta was only 48.6%, this figure was far below the expected standards where the desired number was 90%⁽⁹⁾. All the factors studied are things that need to be improved to increase employee job satisfaction. Hospital leaders or management has an important role in determining organizational policy. Hospital management must determine nurses' needs according to their competencies, improve

nurses' knowledge and skills through up to date education or training.

The statements that nurses need to work in accordance with their competencies and job descriptions is a fact that shows nurses are very dissatisfied with the conditions they receive. So it is expected that there are improvements, where the hospital management must pay attention to the needs and demands of the nurse's work, so that the hospital can achieve its vision based on the performance of its employees.⁽¹⁰⁾ Hospital management is also expected to be able to monitor and evaluate the performance of nurses based on nursing care applied in hospitals.⁽¹¹⁾

Appreciation for achievement is felt minimal by nurses, this causes there are still nurses who do not care about their duties and competencies as nurses. Nurse career paths should get attention, especially for the fulfillment of credit numbers as one of the periodic promotion requirements.^(12; 13)

Overall, all the factors studied (organizational policy, workload and nurse competency) are the factors that need attention in an efforts to increase the job satisfaction of nurses at this hospital.

5. Conclusion

Nurse's job satisfaction at the General Hospital under the Ministry of Law and Human Rights in Jakarta in 2019 was analyzed quite low at 48.6%. Low levels of job satisfaction are caused by organizational policies that do not support nurse' performance, workloads that do not match nurses' competencies, and nurses' competencies are still lacking due to a lack of refreshing knowledge and skills in responding to current nursing challenges. The efforts needed to improve the job satisfaction of nurses at the hospital are the management needs to review organizational policies related to nurses and nursing services, suit the workloads to the duties and functions of nurses, and increase nurse competencies so that they can produce optimal performance.

6. Conflict of Interest

There is no conflict of interest exist to this paper.

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Author Profile



Desti Haryani received the title of general practitioner from the Andalas University medical school in Padang Indonesia in 2006. Continuing postgraduate studies in public health in the faculty of public health in University of Indonesia in 2017.