



DETERMINANT ANALYSIS OF JOB SATISFACTION ON HOSPITAL'S EMPLOYEE PERFORMANCE

Sabasdin Harahap¹, Andry², Rokiah Kusumapradja³

^{1,2,3}**Esa Unggul University, Jakarta**

*Email: ucokyk@gmail.com, andryhc11@gmail.com,
rokiah.kusumapradja@esaunggul.ac.id*

ABSTRACT

Productivity and hospital quality service depend on the hospital's ability to manage its human resources. Job satisfaction reflects the feeling of the worker shown in their attitude towards work and their working environment. Dissatisfied employees tend to have poor performance and affected hospital performance, such as decreasing Bed Occupancy Rate (BOR) or increasing turnover employee numbers. The purpose of this study is to identify the determinant factors of job satisfaction towards employee's performance. This Cross-sectional study was done at RS MB, Tulang Bawang, Lampung in December 2019-February 2020 with a total sampling method. Data collection using questionnaires regarding determinant factors of job satisfaction towards employee's performance. The factors analyzed were co-workers, relationship with superiors, work itself, salaries, career patterns. Data analysis using multiple linear regressions. The result was that job satisfaction influenced employee performance. Factors determinant of job satisfaction towards employee performance was work it-self.

Keywords. Job Satisfaction, Employee Performance, Work itself

Introduction

Based on the considerations of Regional district level II of Tulang Bawang as a division of Regional District of level II North Lampung, province of Region level I Lampung in 1997, it is seen that the philosophical consideration of the expansion is The development and progress of the area so it is deemed necessary to improve governance, implementation of development, and Community development to ensure compliance with the demands of development and progress in the future.

It is evident that Changes in government systems are intended to accommodate developments in the community to meet their needs. Likewise, the process of expansion of Tulang Bawang Regency into 3 (three) new

autonomous regions is; Tulang Bawang District, Mesuji Regency and West Tulang Bawang Regency in 2008, which remained focused on improving government governance, development implementation, and public services to accelerate the realization of welfare Community. The interesting thing here is the government's earnest efforts to pursue the realization of development and public services to realize the welfare of society.

That the realization of the welfare of society is not solely the responsibility of the Government but also the participation of the community takes part in the development process, both individually and jointly. Prosperity is meant to fulfill the needs of material, spiritual and sosial society in order to live worthy and able to develop themselves so as to carry out its sosial functions. One important element in realizing the

welfare of Community is the development of health sector, therefore health is a human right and one element of welfare that must be realized in accordance with the ideals of Indonesian nation as mentioned in Pancasila and the law National policy of the Republic of Indonesia year 1945.

Since the year 2003, six years after the founding of Tulang Bawang Regency for the first time a class C hospital is managed by the local government, namely RSUD Menggala, which then increased its status to become a B-class Non-education Hospital in Years 2015.6 later stood a hospital that was managed by private individuals as a community role in the development of health sector; GM RS in 2009, RS MB and RS PM in year 2013. As an institution, the hospital is an organization with very high complexity it is characterized by solid human resources, solid capital, solid technology, solid science and solid regulation to be able to provide health services That meets optimal service standards. Solid human resources means to have a steady power that includes medical personnel and medical support, nursing, power of Pharmacy, hospital management personnel, and non-health personnel.

Human resources become the first and foremost element in every activity done. Sophisticated equipment without the active role of human resources, will not mean anything. Similarly, the relationship with the industrial of the industry where the role of human resources as a service provider (intangible) is so important and will not be replaced by any resource.

Human resource management in a developing hospital requires adequate intervention in knowledge and indicators. The rapid change lately, such as; Changes in population composition, guarantees of health care financing, government policy, education and awareness of health needs and information disclosure and communication so broadly require that the leadership. The Human resource field at a hospital should consider a mature and measurable Strategic policy. The Human Resources hospital policy should be able to adopt a change that continues to evolve.

MB Hospital is a hospital that develops from maternity clinic into a D-type hospital. The hospital's development initiative is initiated by local community leaders and health workers in

the area of Tulang Bawang that make up the body PT. BP's law to provide its operationalization efforts. Managing human resources in the hospital industry is very complex and actualization and the implications must be really emphasized so that the hospital developments are not obstructed and can compete well.

According to the measurement standards of National health services (Depkes RI., 2005), hospital service indicators can be used to determine the level of utilization and efficiency of hospital services, including BOR (Bed Occupancy Rate); Where the ideal parameter value is 60-85%. 14 BOR RS MB values from 2013, 2014, 2015, 2016, 2017, 2018 and 2019 respectively are 66.67, 51.40, 38.31, 55.73, 60.15, 69.81 and 87.19 (average 61.32). DRILL figures at RS MB describe the performance of RS MB that is still possible to be maximised and that responsibility is the collective responsibility of all employees in RS MB.

Complaints regarding the performance of employees obtained also from the patient's information and the community of service users and employees themselves, including the work of slow employees, employees less friendly, convoluted handling, officers no At the place, employees arrived late, employees suddenly absent without a substitute in shift work, the (shift) without supervision.

On the other hand it seems that the loyalty of some employees and the sense of responsibility is concern. This condition is exacted by the symptoms of specialists who are more likely to comfortably practice in a competitor's hospital or move assignments into other areas as well as some other trained employees posing resign and joining the competitor's hospital. Employee Turnover Data from the years 2017 and 2018 are 18.3% and 23.5%. Information obtained from some employees, this is due to the dissatisfaction of payroll system, salary payment and other allowances that are not timely, no clear career pattern, technical supervision of poor superiors, commitment Employee relationships with their work team and employee issues with their families.

The purpose of this study is to identify the determinant factors of job satisfaction towards employee's performance.

Literature Review

Employee performance

The next human resource in this study is referred to as an employee having a very strategic role in the hospital organization. Medicines, consumables, non-medical materials and even advanced health tools and organizational and management functions will not run without employee roles. One employee interacting with another employee formulates a goal that is to be achieved together in a form called an organization.

Business organizations both in the private sector and the public sector around the world depend on their employees where they are expected to produce optimal performance which in turn, the organization will be effective and efficient. So important the role of employees in the organization so that the need to ensure employee satisfaction is a crucial problem for each organization. Dissatisfaction is believed to be one of the main factors that degrade employee performance and morale in his workplace, which can lead to low employee performance.

In the industry of self-employment, the advanced or pullback of hospital determined by the employee. Employees have significant role which is predetermined by the hospital policy makers themselves

It is believed that the importance of the human resources in the country after the destruction of the people in West Sumatra. According to Stréub and Attner (1994) "Manuscripts are a source of great importance for all people. Humanities give a lot, expertise, expertise, and the ability to fulfill the goals of the organization.

An employee or several employees are recruited by the hospital to become part of the organization's organization. As a new employee, both inexperienced and experienced employees will feel strange in the hospital work environment. Employees who are recruited are adjusted to the hospital's employment needs to be played in line with their position in the organization of the hospital in order to achieve the hospital's business objectives. Over time, the role

of the employee that is given to the organization of the hospital, namely talent, knowledge and experience as intended by Straub and Attner, must be periodically evaluated to assess how much its contribution to the hospital's goals. And vice versa also must be evaluated "price" that must be paid by the hospital to the talents, knowledge and experience of employees that have been given to the hospital, so that the continuity of the dynamics of the hospital business can run as expected. If this is not the case, there will be an imbalance that will keep the hospital business away from its goal. The role and contribution of employees to the hospital can be seen from its performance.

Many expert opinions about performance, understanding and definition. Stephen and Ayaga (2014) in their paper explain that performance is behavior and results. This formula was obtained from Kane (1996) and Campbell (1990). According to Kane, performance is a unity within an employee that he has done to achieve organizational goals. While Campbell believes that performance is behavior. The "Behavior and Result" statement expressed by Stephen and Ayaga considers that the behavior that arises from a person is a transformation from concept to outcome.

The term employee performance is widely used and discussed in the field of industrial and organizational psychology. According to Vaswesvaran & Ones (2000), performance is related to the work environment and refers to how a person does his work and performance is defined as action that can be measured, attitudes and results that involve employees and relate and contribute to organizational goals.

Gaol (2017) argues that performance is a function of motivation and ability to complete work, where a person or group has a certain degree of willingness and ability plus a clear understanding of what is done and how to do it to be effective. Performance is also described as the behavior of work achievement in accordance with its role in the company.

Most managers believe that the most significant result in measuring employee performance is the employee's contribution in achieving organizational goals. According to Heneman et.al. (1989) the intended contribution is how

effective the employee is in engaging himself with a full sense of responsibility for the task at hand. Successful employees with high performance can be seen from their sense of responsibility contributing to organizational goals.

Job satisfaction

There are several theories about job satisfaction including: (1) Discrepancy Theory: According to Loeke (2001) job satisfaction and dissatisfaction depends on the difference between what a person gets and what is expected. This expectation is the minimum amount to meet the needs. Someone will feel satisfied if there is no difference between expectations and what they get, on the other hand someone will not be satisfied if what they get is smaller than what they expect. A person will also feel more satisfied if in addition there is no difference he also gets favorable access such as extra wages, but he will also feel more dissatisfied if he obtains access that is not in accordance with his expectations, such as extra working hours. (2) Equity Theory: This theory explains working conditions that enable one to see the benefits and free movement of work. There are four components, namely: Input (Education, experience, skills), output (wages, rewards, status), comparison individuals (other people in the same or different organizations) and equity inequity (the ratio between inputs and outcomes is balanced or not). (3) Two Factor Theory. According to Herzberg (1989) job satisfaction and dissatisfaction are qualitatively different. Job characteristics can be classified into two (a) Dissatisfaction or hygiene factors; These factors include wages, supervision, interpersonal relations, working conditions, job security and status. This number of factors is used to meet basic needs. If not fulfilled then someone will be dissatisfied.(b) Satisfier or motivator; These factors include work that is fun, full of challenges, responsibilities, opportunities for achievement, rewards and advancement. If the amount is inadequate then the employee will not get psychological satisfaction but does not affect job dissatisfaction. According to Herzberg the way to increase employee satisfaction and motivation is to increase satisfiers. Wages, supervision and

work programs are considered ineffective in improving satisfaction or motivation.

(4) Theory of Requirement Levels. This theory is actually not a theory of job satisfaction but a theory about meeting the level of needs. But considering job satisfaction is always connected between expectations and needs of individuals, the authors also include it in the bibliography. It is very necessary to know the extent of the needs of respondents. This theory was proposed by Maslow. He argues that humans are different in the condition of pursuing needs continuously. If a need has been fulfilled, it will be replaced by other needs. This is what motivates humans to continue desiring. There are five levels of needs according to Maslow, namely: (1) Physiological Needs; that is, needs based on physical physical conditions. These needs include food, beverage, air, salary requirements. This need is a basic need that must be met,(2) The need for security: i.e. the need to be protected from physical hazards and threats, for example the need for continuity from work. (3) Sosial needs: namely the need for friendship, affection and a feeling of belonging. In work, for example, there are informal groups that are activities to meet the sosial needs of employees (4) Esteem needs; namely the need to get appreciation, recognition, status, competence and confidence. This need can be revealed from his desire to be praised and recognized for his work performance.(5) Self actualization needs (self actualization needs); namely the need to be able to develop the capabilities they have. These needs include the need to be creative, realize their full potential and freedom to carry out their duties.

Determinants of Job Satisfaction

Job satisfaction can be assessed through two approaches, namely the general approach which states that satisfaction has a single dimension and does not need to be broken down according to its determinants and specifically where satisfaction is broken down based on the degree of work (Robbins, 2006). This study uses five determinants proposed by Robbins (2006), namely satisfaction with his job, salary / compensation, career patterns, coworkers and work relationships with superiors.

Research Methodology

The study was conducted in December 2019 - February 2020 at MB Hospital, Tulang Bawang, Lampung. The research design used in writing this thesis is a cross sectional study and is an analytical study.

The analysis uses univariate, bivariate and multivariate analysis to analyze the effect of determinants of job satisfaction on employees in hospitals, with the following research hypotheses;

- H1: Job satisfaction affects employee performance
- H2: Job satisfaction affects employee performance.
- H3: Satisfaction of salary influences employee performance.
- H4: Satisfaction with career patterns influences employee performance.
- H5: Satisfaction with colleagues influences employee performance.
- H6: Satisfaction of relationships with superiors affects employee performance.

The population in this study were all employees at MB Hospital. The employees referred to in this study are employees who are permanent employees and have worked for at least 1 year. Based on the Lemeshow equation the minimum sample size is 96 respondents

Based on the number and type of MB Hospital employees, the authors chose the sampling technique by means of total sampling which involved all employees working at MB Hospital as many as 196 people.

The data source of this research is primary data. Method of collecting data are Interviews by researchers using a questionnaire to determine the characteristics of respondents and Completing the questionnaire by respondents to measure the risk factors of job satisfaction determinants.

Research Instruments and Tools are as follows; (1) Informed consent sheet (2) Respondent data questionnaire (3) Questionnaire measuring the determinants of job satisfaction; The job satisfaction questionnaire contains questions about work, salary, work patterns, coworkers and supervision / supervision where there is a

statement between current perceptions and satisfaction. Researchers adapted one type of questionnaire that has been widely used in the world to measure job satisfaction, the Minnesota Satisfaction Questionnaire (MSQ). (4) Questionnaire for measuring employee performance; Employee performance questionnaire contains questions developed based on Dessler's theory (2010: 329) that employee performance indicators are Quality, Productivity, Job Knowledge, Reliability, Reliability and Independence. The questionnaire about employee performance has been used by Setyo Wibowo (2015), so that it has been validated by r count > r table and reliable with Crombach alpha value > 0.6. The questionnaire contains answer choices according to what is expected and what is felt by the respondent. The level of measurement is ordinal using a Likert rating scale consisting of 4 (four) level categories.

Data analysis was performed using multiple linear regression

Results and Discussion

From 196 questionnaires distributed to respondents, it was found that 167 (85%) questionnaires were returned to researchers and filled in completely and 29 (15%) questionnaires were not returned for reasons not stated. Among the 167 respondents who were completely filled out, 4 respondents (2.4%) were not included as research data because they did not meet the inclusive criteria because they had only worked as employees of MB Hospital for less than 1 year. The total number of respondents included in the data analysis of this study was 163 respondents, so that it still met the minimum number of samples set in the study design, which was 96 respondents. This sample size can represent the results of the overall MB RS population.

Characteristics of Respondents

The median respondents were 26 years old with the youngest age 19 years and the oldest age 51 years. Characteristics of respondents according to gender are dominated by women namely 106 respondents (65%) and 57 (35%) other respondents are men.

More than half of respondents have D3 / D4 education, that is 87 (53.4%) respondents, followed by S1 respectively 37 respondents (22.7%), SLTA 23 respondents (14.1%), S2 / specialists 7 respondents (4.3%) and SLTP as many as 5 respondents (3.1%) and SD as many as 4 respondents (2.5%).

Characteristics of respondents based on marital status is almost balanced between married status and unmarried status ie, 90 respondents (55.2%) are married and 72 respondents (44.2%) are single.

The median work period of the respondent is 2 years (1-10) years. Characteristics of monthly income of all respondents are almost evenly distributed, starting from the smallest income to the largest income, namely, income less than 1 million monthly 6 respondents (3.7%), income between 1 million to 1.5 million per month, income 1.5 million to 2 million per month and income of 2 million to 2.5 million per month is the same that is 36 respondents (22.1%) and income of 2.5 million to 3 million per month 22 respondents (13.5%) and the highest income with income above 3 million per month were 27 respondents (16.6%).

Effect of Job Satisfaction on Employee Performance

Dole and Schroeder (2001), suggested that job satisfaction can be defined as an individual's feelings and reactions to his work environment. Testa (1999) and Locke (1983) suggested that job satisfaction is excitement or a positive emotional statement that results from an assessment of one job or work experiences. Furthermore Koesmono (2005) suggested that job satisfaction is an assessment, feeling or attitude of a person or employee towards his work and is related to the work environment, type of work, compensation, relationships between coworkers, social relations at work and so on. So it can be said that job satisfaction is the fulfillment of several wants and needs through work or work activities.

The performance of employees, according to Kopelman (1988), is influenced by individual characteristics (organizational characteristics), organizational characteristics (organizational characteristics), and work characteristics (work

characteristics). Kopelman further explained that performance is not only influenced by environmental factors but also depends on individual characteristics such as ability, knowledge, skills, motivation, norms and values. In relation to the concept of performance, it is seen that individual characteristics such as personality, age and sex, ethnic level of education, socioeconomic conditions, experience of past conditions, will determine work behavior and work productivity, both individuals and organizations so that this will lead to satisfaction for customers or patients. In addition to being influenced by the environment, individual characteristics are also influenced by: (1) organizational characteristics such as reward systems, selection and training, organizational structure, vision and mission of the organization and leadership; (2) job characteristics, such as job description, job design and work schedule. In this study, Overall, by analyzing various factors that affect job satisfaction, job satisfaction has a significant effect on employee performance with $p < 0.05$ but only has a weak correlation of 20%. Based on the results of the three box calculations, it shows that the lowest indicator is "the bonus I get is in accordance"

Effect of Job Satisfaction on the Work itself

In this study, job satisfaction itself has an influence with a weak correlation on employee performance ($r^2 = 0.080$, $p = 0.005$)

A significant influence between job satisfaction and employee performance was also stated by Kushadiwijaya (1996), where it was stated that employees who found that their work was more interesting and more meaningful would be more motivated to work well and feel more satisfied.

According to Hackman and Oldham (1980) there are five dimensions of the characteristics of the job itself (work itself) that must be considered in designing a job in an effort to motivate and increase employee satisfaction as follows (1) Skill variety; namely the degree of variation in activities in a job that demands a number of skills and talents. The more a job requires a variety of skills and expertise, the more satisfied employees are at their jobs. (2) Task Identity; namely the

degree of involvement of an employee in carrying out a job as a whole from beginning to end. A person will be more satisfied if he does the whole work and not just a small part. (3) Task Significance; that is, the extent to which work has an impact on the lives or work of others (both inside and outside the organization). Employees will feel more satisfied if their work is a very meaningful job for others. In this case generally medical work such as doctors or nurses has the highest level of satisfaction. (4) Autonomy; namely the extent to which a job provides substantial freedom or freedom for employees to be carried out. Employees will be more satisfied if given autonomy or freedom in deciding matters related to their work. Autonomy is the dimension most frequently investigated because it is considered the most important dimension in job satisfaction. But in the meta-analysis conducted by Blegen (1993) the effect of autonomy on job satisfaction is only moderate not the most powerful (Stamps, 1997) (5) Feedback; that is, direct and clear information about the benefits of the work done by the employees. Employees will be satisfied if given feedback on work done so they will feel cared for.

Based on the results of the three box calculation, it shows that the lowest indicator is "freedom to develop new ways of completing work", while the highest indicator is "appreciation of work". In accordance with the theory previously described, then management needs to provide autonomy to employees in accordance with their respective duties and responsibilities. This is consistent with previous research by Abdifitah et al that autonomy has a positive influence on employee performance,

Effect of Job Satisfaction on Salary or Compensation

In this study, satisfaction with salary or compensation influences a person's performance, with a correlation of 16.4% ($p < 0.05$). From the results of the three box method it is known that the lowest indicator is "get the appropriate bonus" Herzberg stated that salary was a source of dissatisfaction. Someone will feel dissatisfied if considered low salary. However, if it is felt that the employee is no longer feeling dissatisfied

(Munandar, 2001). Other literature states that salary / work wages are the main motivating factors that can increase job satisfaction.

Blegen, et al (1992) found the same thing in his study. Salary can be used to encourage someone to do high performance in his work. Even salaries can be used to invite people to join or work with a company (George and Jones, 2002)

Although different, but in some libraries it is stated that what really matters is not the size or the size of the salary, but the extent to which justice is determined is based on work demands, individual skills and applicable salary standards (Stamps, 1997). Satisfaction of compensation is influenced by employee values and needs. Employees with sufficient wages for themselves and their family needs will feel satisfied compared to the less. If the employee's income increases, his standard of living will rise so that expenses will become large as well. Thus higher wages may only result in temporary satisfaction. The explanation according to Stamps (1997) above can explain why in the multivariate analysis of this study, salary or compensation was only weakly correlated to employee performance. In addition, based on the results of the characteristics of research respondents, it is known that the proportion of female respondents is higher than that of male respondents, where socially, women are not the holders of financial responsibility and only as second income. Based on the results of the threebox, it is suggested to management to create a standard of Work Performance Index so that employee performance can be measured properly for benchmarking annual employee bonuses.

Satisfaction of Career Patterns

In this study, there was no statistically significant effect between career patterns and employee performance, where $p > 0.05$.

This is contrary to the theory where it is stated that satisfaction with career patterns increases employee performance as stated by Panggabean (2002); The opportunity to advance is one of the impetus for someone to choose a place to work. This is human nature to be more advanced from its current position. The holding of additional education and training by an organization so that

one day employees will have the opportunity to be promoted from one position to another higher is something that can lead to work motivation.

The absence of a significant influence between satisfaction with career patterns and employee performance at MB Hospital is because MB Hospital management has not made a clear career path for its employees, other than that employees who are dominated by women with married status, tend not to pursue career further at MB Hospital.

From the results of the three box method analysis it is known that the lowest indicator on the career pattern variable is "Training and education programs to improve and develop abilities". So it is suggested to management to be able to map the training and education needs for employees and include employees as part of individual development that can improve employee performance

Satisfaction with Colleagues

An employee's job satisfaction is also influenced by his colleagues. This arises because a certain number of them work together and communicate so that their social needs are met. if you are in a team that works together then this satisfaction will have an impact on increasing motivation because needs such as self-esteem and self-actualization can be fulfilled (Munandar, 2001).

Another theory is stated by Gibson (1996) where according to Gibson the notion of job satisfaction is the level at which a person feels positive or negative about various aspects of work, workplace, and relationships with coworkers.

This is supported by previous research conducted by Abdifitah, et al., Which states that reward, autonomy and social relations have a positive influence on employee performance

The above theory is in accordance with the results obtained in this study, where in statistical analysis, it was found that satisfaction with colleagues significantly influenced employee performance, with a strong correlation of 73.1%. In the three box method analysis it is known that "family atmosphere among fellow colleagues" has the highest indicator with the lowest indicator being "healthy competition among colleagues". This shows that employees still consider that

there is unhealthy competition among colleagues that must be dealt with by management.

Satisfaction of Relationships with Supervisor

According to Locke (1983) there are two types of superior-subordinate relationships, namely functional and overall relationships (entity). In a functional relationship an employee will feel satisfied if the leader helps him to fulfill the values that are important to him (satisfying values). In the overall relationship employees will be satisfied if there is a personal interest with the leader, for example, have the same hobbies or the same outlook on life. Besides satisfaction is also influenced by the nature of his subordinates. Subordinates who are satisfied with working with being bound to task oriented behavior will be more satisfied with their task oriented leaders as well.

Factors that provide job satisfaction according to Blum (1956) are as follows: (1) Individual factors, including age, health, character and expectations; (2) Social factors, including family relationships, community views, creative opportunities, workers' union activities, political freedom, and social relations; (3) The main factors in work, including wages, supervision, work peace, working conditions, and opportunities to progress. In addition, respect for skills, social relationships at work, accuracy in resolving conflicts between people, feeling treated fairly both in terms of personal and task. From this theory, it is known that supervision and relationships with superiors fulfill one's job satisfaction.

Opinions from Gilmer (1966) about the factors that influence job satisfaction include Supervision (Supervision). For employees, supervisors are considered as father figures and at the same time their superiors. Poor supervision can result in absenteeism and high turnover.

Whereas according to previous research, Naser Hoboubi (2017) from the results of linear regression analysis it is known that the determinant factors of employee performance are working hours, supervision / relationship with superiors, task clarity and responsibility ($p < 0.005$).

This is consistent with the results of statistical analysis in this study, where the variable work relationship with superiors has an influence of 56.5% on employee performance ($p = 0,000$).

From the results of the three box method it is found that the highest indicator is "the leader gives confidence in the work I do" while the lowest indicator is "the leader gives praise for the success of the work". The highest indicator of the questionnaire, "the leader gives confidence to the work I do", shows the fulfillment of the need for self-actualization in accordance with the theory expressed by Maslow (1943). When the need for self-actualization is met, job satisfaction will arise which can ultimately improve employee performance.

The lowest indicator obtained, "the leader gives praise for the success of work", shows that the leader must be able to give appreciation to employees for the fulfillment of self-actualization in accordance with Maslow's theory (1943). The giving of praise can be in the form of reward and recognition that is given regularly to employees with performance

Conclusions and recommendations

Conclusion

1. Overall job satisfaction (work, salary / compensation, career patterns, colleague relations and relationships with superiors) affect employee performance.
2. Employee satisfaction with work (work itself) has a strong influence on employee performance.
3. Satisfaction of salary / compensation has a weak influence on employee performance.
4. Satisfaction with career patterns does not have a significant effect on employee performance.
5. Satisfaction with colleagues has a weak positive effect on employee performance.
6. Satisfaction of work relationships with superiors has a weak influence on employee performance

Suggestion

1. Efforts to increase satisfaction with work work itself by defining and implementing clear roles and responsibilities for each position and providing autonomous functions to employees

2. Efforts to increase satisfaction with salaries by giving an annual bonus
3. Efforts to increase satisfaction with career patterns by providing training and education programs to improve and develop abilities
4. Efforts to increase satisfaction with colleagues Creating a Key Performance Indicator to ensure fair competition among fellow colleagues
5. Efforts to increase satisfaction with the relationship with superiors by giving rewards and recognition to employees as a means to give praise for the success of the work achieved

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