

Analysis Management of Factors That Influence Job Satisfaction of Doctors in General the Royal Prima Hospital Medan

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ABSTRACT

The doctor is one of the employees of a hospital that has a very important role. This can be understood because almost all the patients visiting to the hospital always wanted to meet with the doctor in an effort to find a cure or a consultation about her illness, so that the performance of the doctor will greatly affect the continuation of the organization of the hospital. This study aims to determine management factors that influence job satisfaction of doctors in Royal Prima Hospital Medan. This study uses a cross-sectional approach is a research to study the dynamics of the correlation between the independent variable and are tied with the way of approach, observation or data collection at once at some point (Point time approach). It is concluded that most of the doctors mempresepikan better about the factors management which include: Clarity of medical services, decision-Making leader, the Responsiveness of the Leader, the Support of the leadership, the Cleanliness of the place of work, the Comfort of the place of work, Completeness of facilities and infrastructure, promotion opportunities. Most of the doctors are satisfied with the factors of management. There is a relationship factors management which includes clarity of medical services, fitness services, medical decision-making leader, leader support, responsiveness leader, the cleanliness of the place of work, the comfort of the place of work, completeness of facilities and infrastructure, and the chance of promotion on job satisfaction of doctors. There is the

influence of the factors of management which includes the clarity of medical services, fitness services, medical decision-making leader, the responsiveness of the leader, the support leader, the cleanliness of the place of work, the comfort of the place of work, completeness of facilities and infrastructure and the chance of promotion on job satisfaction of doctors.

Keywords: Doctor, Hospital, Performance, Management, Medical, Job Satisfaction Of The Doctor

INTRODUCTION

The vision of the National Health Development is to create a society of nation and state of Indonesia which is healthy in 2010, the society has the ability to reach out to quality health care in a fair and equitable as well as having a degree of health as high as possible throughout the territory of the Republic of Indonesia.

The ministry of Health of the Republic of Indonesia has been outlined that General Hospital has the task of implementing health efforts in the most efficient and effective by prioritizing efforts to curative and rehabilitative implemented in an integrated manner with the efforts of promotive and preventive as well as implementing a referral. The Hospital is an Integral part of the overall system health service serving patients with various types of services.

In the era of globalization and decentralization a wide variety of challenges and changes must be addressed in earnest, the manager of the hospital need to pay attention carefully the dynamics of the environment. Thinking that is used is the model of the hospital as a service organization that processes input and produces services.

Management needs to make changes in order to anticipate the consequences of the influence of environmental changes rapidly which is sure to come, both of which have an impact on external customers(patients, suppliers) and internal customers (physicians, employees) in order to survive and thrive. The paradigm of the management of the hospital should be amended to be effective and efficient and are capable to accommodate the change.

For that we need to include the preparation of managers and employees to either increase the number of patient visits through changes in management and professional skills of employees comprehensive. The preparation has been done the management, among others : a) Conduct training to improve the knowledge, attitudes and skills gradually, among others, the training of excellent service in order to improve the quality of service, training, leadership, management, supervision, financial management to improve the technical capabilities of the manager of the Royal Prima Hospital Medan, training, nursing care, emergency skill, giving the opportunity for the physician to follow the seminars according to profession. b) Trying to complete adequate facilities and infrastructure. c) Trying to improve the appearance of the hospital. d) promotion in accordance with the procedures applicable. e) Include Training that its implementation in the Field or out on the town. Such Training handling of Nosocomial Infections, management training, the opportunity to attend seminars based on the field of his profession.

The doctor is one of the employees of a hospital that has a very important role.

This can be understood because almost all the patients visiting to the hospital always wanted to meet with the doctor in an effort to find a cure or a consultation about her illness, so that the performance of the doctor will greatly affect the continuation of the organization of the hospital.

According to Mukhlas (1997) that organizational performance is influenced by individual performance, while individual performance is influenced by job satisfaction of the individual, so that the job satisfaction of doctors in the individual large influence on the performance of the hospital. The performance of the doctor will be high if at the time of doing his job the doctor feels comfortable. A sense of comfort obtained if the physician to obtain job satisfaction.

LITERATURE REVIEW

Hospital

General hospital is a hospital providing health services that are basic medical, specialist and whom are subspecialty trained (Decree of the Minister of Health of the republic of INDONESIA No.983/Menkes/SK/XI/1992).

Doctor

The doctor is the coordinator of medical services for patients. Although the doctors can't work yourself to the task of its duties, the doctor recognized to have a central role in shaping the image and the performance of the hospital.

Human Resource Management

Human resource management as all the concepts and techniques required to handle the aspects of personnel or human resources of managerial positions, such as recruitment, selection, training, reward, and assessment.

Job Satisfaction

Job satisfaction is an emotional state or attitude of the public towards difference the awards are accepted and should be accepted as well as against the factors of

work, self-adjustment and social relations of the individual outside of work.

Working Environment

The work environment is one of the factors that affect the job satisfaction of employees. Good working environment in

the narrow sense of place / lokasikerja safe, comfortable, clean and quiet, good equipment, peers familiar, the leadership of that understanding will give the satisfaction of employees. Similarly, the stated Flippo (1994).

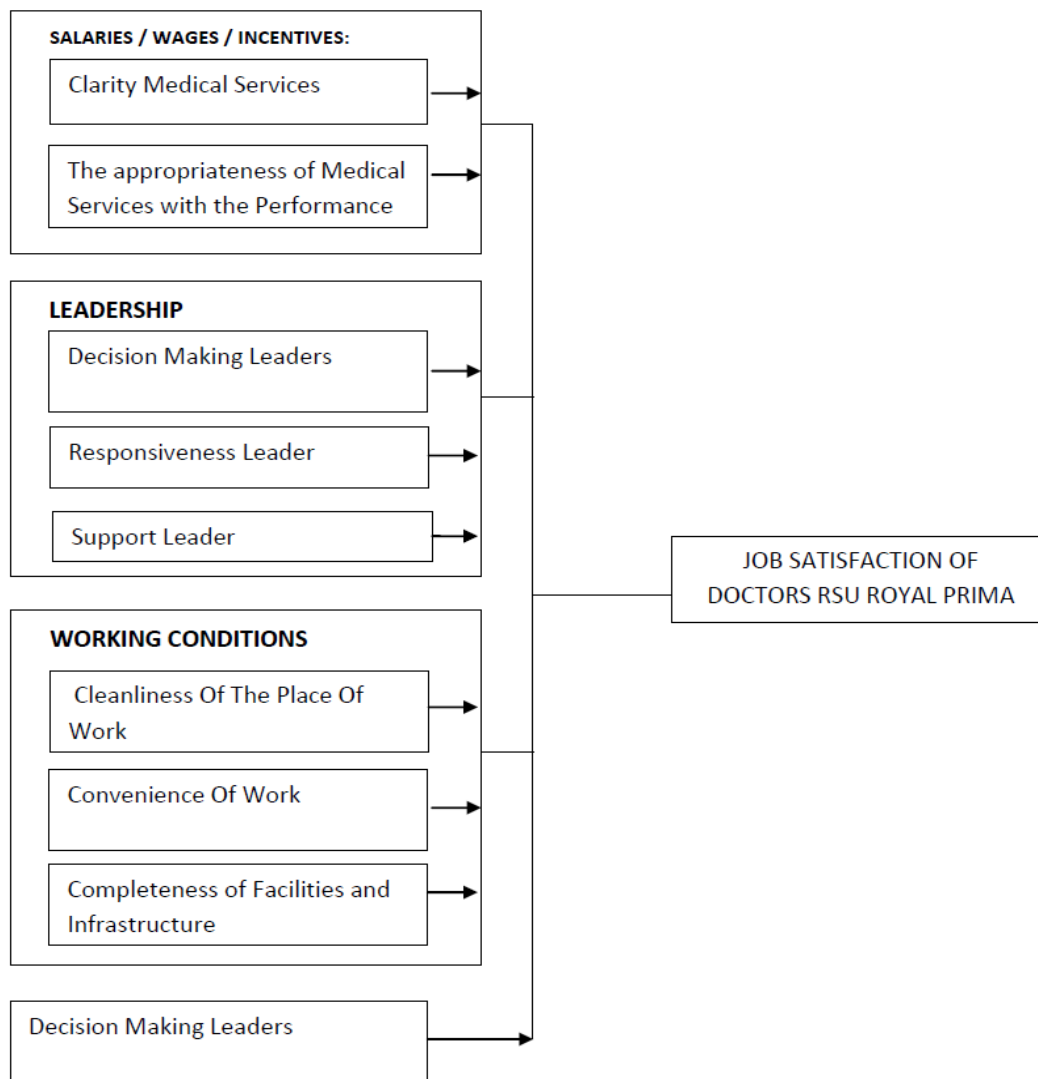


Figure 1 Conceptual Framework

MATERIAL AND METHODS

Research is an observational research method the survey, where this research is descriptive analytic, namely a study tried to explore how and why the phenomenon of job dissatisfaction doctor Royal Prima Hospital Medan, then do the analysis of the dynamics of the correlation between the phenomena, between the independent variable and the dependent variable can be known how far the influence

or contribution of the independent variable on the dependent variable and the nature of explanation. This study uses a cross-sectional approach is a research to study the dynamics of the correlation between the independent variable and are tied with the way of approach, observation or data collection at once at some point (Point time approach).

The Study population was the doctors who work in general hospital Royal

Prima Hospital Medan. Sample of the study was the total population with the following criteria: inclusion Criteria: Doctor who works minimal 18 months in a row, specialist doctor, physician/consultant in Royal Prima Hospital Medan and exclusion Criteria: the Doctor Intern, Resident, doctor who occupy the structural position as well as be functional.

Method of data collection is done by direct interview between the researcher with the respondents using a structured questionnaire with the answers already available and observation or observation to the hospital documents. The source of the data derived from primary Data, primary Data is data obtained directly from the results of interviews with respondents about job satisfaction ; clarity medical services ; the appropriateness of medical services with the performance, decision-making leader, responsiveness leader; leader support; the cleanliness of the place of work; working comfort; completeness of facilities and infrastructure and promotion opportunities.

RESULTS AND DISCUSSION

Job Satisfaction of Doctors in Royal Prima Hospital

Every working person expects to obtain satisfaction from work. Basically, job satisfaction is an individual thing because each individual will have a level of satisfaction vary in accordance with the values that apply in each individual. More and more aspects of the work in accordance with the wishes of the individual, the higher the level of satisfaction felt.

According to Robins, job satisfaction or job satisfaction is identified with the things that are individual. Therefore, the level of satisfaction of each person is different and this is what happens when some factors are fulfilled the needs of the individual and its relation to the degree of fondness and dislike workers (Robins, 1999).

Job satisfaction is a response to affective or emotional reaction to various aspects or aspects of a person's job so job

satisfaction is not a single concept. A person can be relatively satisfied with one aspect of the work and is not satisfied with one or more other aspects. Job satisfaction is an attitude (positive) labor to work, that arise based on the assessment of the work situation. The assessment can be conducted against one of the work, the assessment is done as a sense of values in achieving one of the important values in the work. Employees who are satisfied are more fond of her situation than didn't like it.

High performance can be realized if the individual has job satisfaction, because the performance is the result or achievement of employees in carrying out the work for a certain period of time. Performance can be an individual or a professional working group.

Job satisfaction of doctors in Royal Prima Hospital is crucial because the doctor is not satisfied can result in customer dissatisfaction, while the operational Royal Prima Hospital highly dependent on the customers satisfied and loyal. Job satisfaction of doctors can help in maximizing the profitability of the hospital in the long term through a four-way that is:

- Doctors who are satisfied tend to work with higher quality
- Doctors who are satisfied tend to work more productive
- Doctors who are satisfied tend to last longer in hospital
- Doctors who are satisfied tend to last longer in hospital
- Doctors who are satisfied tend to be able to create customers satisfied

Clarity Medical Services

Clarity medical services is the perception of the doctor against the clarity of the income obtained from the service and ease of doing are given to the patient in order of observation, diagnosis, treatment, medical rehabilitation, and health services.

Clarity services medical received the doctor in this case is the clarity of the time of receipt, clearly the calculation, the

openness, and if there is a delay please notice that it is also clear the other.

Based on the results of the study showed that 50% of respondents perceive the clarity of medical services less is better and 50% of respondents perceive the clarity of medical services better. Based on the analysis of the relationship with the use of chi-square showed a significance value p is 0.0001 below 0.05 so H_0 is rejected, so there is a relationship clarity medical services with job satisfaction. Relationship clarity medical services with job satisfaction is a positive relationship means that the better the perception of the clarity of medical services, then the better the job satisfaction of doctors. Based on the analysis of the relationship by using the Chi Square test showed a p value of 0,0000 smaller than 0.05, so H_0 is rejected and H_a accepted, which means there is a significant relationship between the variables clarity medical services with job satisfaction.

Based on the results of the analysis of the influence shows that there is influence the clarity of medical services to the satisfaction of the work, the value of $\text{Exp (B)} = 7,96$ which means the risk of job dissatisfaction on the respondents perception of the clarity of medical services less good of 7.96 times compared with respondents perception better.

Appropriateness Of Medical Services

Medical services received is not in accordance with expectations very easy to understand, working in a government hospital full of rules and on basically full devotion so can not be equated with work in private hospitals. During this time many doctors hospital of the government that his life turned out much supported by the income outside the government hospital and it becomes the cause of the service at the hospital the less government the better.

Robins (1997) stated that if the wage is given in a fair manner according to the demands of the job, the level of skill of the individual and the standard wage of the

community, most likely generate the greatest satisfaction to the workers.

Based on the results of the study of the appropriateness of medical services, shows that 50% of respondents perceive the appropriateness of medical services better and 50% of respondents perceive the appropriateness of medical services less good.

Based on the results of the analysis of the influence shows that there is influence of the appropriateness of medical services to the satisfaction of the work, the value of $\text{Exp (B)} = 0.866$ prove these good results which means the risk of job dissatisfaction on the respondents perception of conformity for medical services are less well 0.866 prove these good results compared with respondents perception better.

Decision Making Leaders

Based on the results of the research of the clarity of medical services at the top, get that 64% of respondents perceive the decision-making leader of the good and 36% of respondents perceive the decision-making leaders are less good.

There is the influence of decision-making leaders on job satisfaction, $\text{Exp (B)} = 1,750$. That is the risk of job dissatisfaction on the respondents' perception decision-making leader of the less well 1,750 times compared with respondents perception better.

The leaders of the hospitals are able to set direction, to anticipate the future needs to have the ability to balance the influence of environmental change and various stakeholders. Include this group, namely the government, the Parliament, the customer, the technology, the doctors, nurses, competitors, investors, and suppliers.

The leader of the hospital must be characterized; the employees of the hospital need a leader who can be trusted and able to communicate a character that belongs to according to the value of a good society, a good personality, have and create a positive

self-image and show the skill of relating to others. Hospital is an institution which is very complex with a variety of units of service, the leader of the hospital not only directors but also a leader in the field of nursing, the manager of the installation and the leaders of the various supporting units.

Responsiveness Leader

Based on the results of the study of the responsiveness of leaders, found that 62% of respondents perceive the responsiveness of the leader of the good and 38% of respondents perceive the responsiveness of leaders are less good.

There is the influence of responsiveness leaders on job satisfaction $Exp (B) = 1,750$. The risk of job dissatisfaction on the respondents' perception responsiveness of the leader of the less well 1,750 times compared with respondents perception better.

A leader or director of the hospital should be able to understand development environment that exists, he must be prepared under pressure from various parties and can immediately perform the steps to make decisions that are strategic that must be implemented and evaluated by the agency. In this case assisted device management, work groups, meetings, and plan strategies. A director must seek to know the state of the environment what it is today, where we want to go, how we will reach that goal, change what we need to who change these

Support Leader

Based on the results of research from the support of the leaders, found that 57% of respondents perceive the support of the leader of the good and 43% of respondents perceive the support of the leader of the less good.

There is the influence of leader support on job satisfaction, $Exp (B) = 1,790$. The risk of job dissatisfaction on the respondents perception support the leader of the less well 1,790 times compared with respondents perception better

The leader of the hospital can raise the commitment of human resources, in order to align with mission hospital, human resources hospital can be a dedicated mind and the activities they are to achieve the objectives of the hospital, in to raise the commitment necessary to do an individual approach and the approach of the group. Build a good working relationship, dividing the power and authority and managing power with full attention, being able to help everyone to be able to feel how the role of each in achieving the goals of the hospital.

Cleanliness Of The Place Of Work

Based on table cleanliness of the workplace at the top, get that 54% of respondents perceive the cleanliness of the place of work better and 46% of respondents perceive the cleanliness of the place of work less well.

There is the influence of the cleanliness of the workplace on job satisfaction $Exp (B) = 0,446$. The risk of job dissatisfaction on the respondents' perception cleanliness of the place of work less well 0,446 times compared with respondents perception better.

The management should always encourage terciptanyabudaya live clean, with housekeeping that are guaranteed to avoid contamination or disease caused by the hospital that nosocomial infections

Comfort Of The Workplace

Based on the table even work at the top, get that 68% of respondents perceiving the comfort of the place of work better and 32% of respondents perceiving the comfort of the place of work less well.

There is the influence of the comfort of the workplace on job satisfaction $Exp (B) = 7,583$. The risk of job dissatisfaction on the respondents' perception even work less well 7,583 times compared with respondents perception better.

The factors of the working environment are one of the other factors that are able to affect the job satisfaction of employees. Good working environment in

the narrow sense of the place / location of the safe, comfortable, clean and quiet. Similarly, the stated Flippo(1994), comfortable working conditions safe and attractive is the desire of employees to fulfill the company.

The factors of the working environment are one of the factors that affect the job satisfaction of employees. Good working environment in the narrow sense of the place / location of the safe, comfortable, clean and quiet, good equipment, peers familiar, the leadership of that understanding will give the satisfaction of employees. Similarly, the stated Flippo (1994), comfortable working conditions safe and attractive is the desire of the employee to be filled with Factors of the working environment is one of the factors that affect the job satisfaction of employees

Completeness Of Facilities And Infrastructure

Based on the table of the completeness of facilities and infrastructure at the top, get that 57% of respondents perceiving the completeness of facilities and infrastructure better and 43% of respondents perceiving the completeness of facilities and infrastructure less good.

There is the influence of the completeness of facilities and infrastructure on job satisfaction, $Exp(B) = 0,805$. The risk of job dissatisfaction on the respondents' perception of the completeness of facilities and infrastructure less well 0,805 times compared with respondents perception better.

The factors of the working environment are one of the other factors that are able to affect the job satisfaction of employees. A work environment that has good equipment will give the satisfaction of employees. 26 Based on the research of the Hill, Trisnantoro and Meliala (2003) job Satisfaction of Physicians is influenced by hospital facilities, the facilities received from the hospital.

Promotion Opportunities

Based on table promotion opportunities at the top, get that 53% of respondents perceive a chance of promotion better and 47% of respondents perceive the chance of promotion is less good.

There is the influence of the chance of promotion on job satisfaction $Exp(B) = 1,910$. The risk of job dissatisfaction on the respondents' perception occasions promotional less well 1,910 times compared with respondents perception better.

Robbins (1995) mention that the reward system /opportunity to earn promotion through caste affect the job satisfaction of employees. Job satisfaction affects employee productivity, thus to increase the productivity of the employees need to pay attention to the job satisfaction of employees.

Promotion is an opportunity to private foster, the responsibility for which is a lot and social status is enhanced by katrena that individuals who perceive that promotion decisions are made in way fair (fair and just) most likely will experience satisfaction from their work

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of research that has been done to Analysis the Factors of Management That Influence the Job Satisfaction of Doctors In General Royal Prima Hospital Medan. Then some conclusions can be drawn, i.e. the:

1. Most of the doctors mempresepikan better about the factors management which include : Clarity of medical services, decision-Making leader, the Responsiveness of the leader, the Support of the leadership, the Cleanliness of the place of work, the Comfort of the place of work, Completeness of facilities and infrastructure, promotion opportunities.
2. Most of the doctors are satisfied with the factors management

3. There is a relationship factors management which includes clarity of medical services, fitness services, medical decision-making leader, leader support, responsiveness leader, the cleanliness of the place of work, the comfort of the place of work, completeness of facilities and infrastructure, and the chance of promotion on job satisfaction of doctors.
4. There is the influence of the factors of management which includes the clarity of medical services, fitness services, medical decision-making leader, the responsiveness of the leader, the support leader, the cleanliness of the place of work, the comfort of the place of work, completeness of facilities and infrastructure and the chance of promotion on job satisfaction of doctors

Recommendations

From the results of this research, the authors give the following suggestions:

1. In managing the satisfaction of the physicians should also note the factors characteristic of the doctor.
2. To increase the job satisfaction of doctors to the clarity of the medical services required effort:
 - a. Management of medical services that can be acceptable to all parties and with the provisions of the more raw and more open so that the doctor can estimate the number of magnitudes that will be accepted.
 - b. Seek the acceptance of medical services and guarantee the regularity of the receipt.
3. To increase the job satisfaction of doctors against the appropriateness of medical services, the management needs to make an effort as follows:
 - a. Socialization about the problems of the financial arrangements, especially about medical services to all all the doctors through the medical committee
 - b. Made grammar rules about the value of the services on each masingkegiatan so that it can more objectively
- c. To determine about the value of the services need to do a deal with the principle of fair and just
4. To increase the job satisfaction of doctors to support the leader of the effort is needed, among others :
 - a. Gives an opportunity for the doctor to be more developed to provide funds to undergo continuing medical education (professional development)
 - b. Support and provide funds to be able to follow a tier 2 hospital management
5. To increase the job satisfaction of doctors to the cleanliness of the place of work pursued :
 - a. Encourage a culture of healthy life
 - b. Make the rules-the rules of visiting a patient, keep a patient
 - c. The absence of supervision of the field related to the performance of a cleaning service
6. To increase the job satisfaction of doctors to the comfort of the place of work efforts :
 - a. The availability of a place of resting or space keep the doctor offered in each building care, operating room and delivery room with the availability of beds, television or entertainment equipment other
 - b. The availability of a specific parking areas for the physician equipped shade (canopy)
 - c. The work place is cool (each room there is air conditioning)

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