

Factors That Affect the Work Satisfaction of Health Center Staff Urban Area Manokwari District West Papua Province

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ABSTRACT

One of the government's efforts to improve public health status is to increase public access to health services through the provision of the easiest types of basic health facilities for the community, namely health centers. The Puskesmas as the first level facility in providing basic health services to the community is required to have good quality health services. The demands and needs of the community for quality health services need to be addressed by improving the quality of Human Resources.

This study aims to determine the factors that include gender, age, education, work, leadership and motivation factors in influencing employee job satisfaction at the Urban Health Center of Manokwari Regency. This research is descriptive-analytical by processing data distributed to respondents based on population. Sampling was done by the Census Method which took all populations into a large sample of 88 Puskesmas employees. Data is processed using the SPSS program.

The results of bivariate analysis using the Chi-square test in urban health centers showed that group variables ($p\text{-value } 0.025 > 0.05$) and leadership ($p\text{-value } 0.015 > 0.05$) had an influence on employee job satisfaction, while gender variables, age, education, years of service and motivation showed no influence on the job satisfaction of employees of the Urban Health Center in Manokwari Regency.

Keywords: Leadership, Motivation, Job Satisfaction

1. INTRODUCTION

Job satisfaction is a very important matter to be considered by the health center.

Job satisfaction can be observed directly through expressions of feelings expressed in certain statements or behaviors (Wijaya, 2012). Employees who feel satisfied work have a level of attendance and sometimes have better achievements than employees who are not satisfied to work (Handoko, 2001). In addition, employees who feel satisfied tend to have good performance, have a low level of absenteeism and a low desire to move to work (Robbins, 2008). Employees who are dissatisfied with work tend to daydream more often, lack enthusiasm in work, quickly experience fatigue, quickly get bored, emotions are unstable and carry out activities that have nothing to do with work (Wibisono, 2011; Jikwa, et.al. 2019). In addition, the impact caused by dissatisfaction can be seen in the slowness of employees in work, high levels of absenteeism, negligence, low performance, low product quality and employee discipline problems (David, 2011). This shows that job satisfaction is an important aspect for employees and organizations, especially because it is able to create a positive situation in the organization, Tanan. et.al., 2019; Shanty et.al., 2019; Rantetampang, et.al, 2014)

Motivation is a driver that also influences employee behavior in organizations (Tirtayana, 2005). Employee behavior in work basically aims to achieve satisfaction so that it needs to be considered things that are able to motivate these employees. The results obtained by employees at work are felt in the form of

compensation, especially financial compensation. Providing appropriate compensation by an organization to employees one of them aims to create job satisfaction for employees in the organization (Notoatmodjo, 2003).

Manokwari District has a fairly even number of puskesmas in each sub-district. Recorded in each sub-district there were at least one - two puskesmas. Each puskesmas also has sufficiently evenly distributed human resources both in terms of type and number of personnel needed to provide services to the community.

Based on the data recap of the Manokwari District Health Office employee in 2015, the total number of employees at the puskesmas was 565. This condition requires better management and attention to employees, especially their job satisfaction. Based on the results of interviews with seven employees in two health centers in Manokwari District, it was found that four out of seven employees (57%) were not satisfied with the supervisory aspects of the leadership of employees, leadership attention to employees, unfavorable service distribution and lack of reward. the work achieved by employees. The above conditions indicate a problem related to the work satisfaction of the puskesmas staff. Based on the explanation above, researchers are interested and want to research the work satisfaction assessment of puskesmas staff in Manokwari District has never been implemented. Therefore researchers are interested in examining "Factors Affecting Employee Job Satisfaction in Urban Health Centers in Manokwari Regency".

2. RESEARCH METHODS

2.1. Type of Research

This research is included in causal associative research using a quantitative approach. Causative associative research is research that aims to determine the influence of two or more variables. This study will explain the relationship affects and is influenced by the variables to be studied. The quantitative approach is used

because the data used will analyze the relationships between variables expressed by numbers. This study links the factors of employee job satisfaction.

2.2. Location and Time of Research

This research was conducted in Manokwari District at the Manokwari District Public Health Center in November 2018.

2.3 Population and Samples

1. Population

Population is all subjects or subjects whose characteristics are to be studied (Hidayat, 2003). The population in this study were 88 Civil Servants at the Sanggeng and Amban Community Health Centers.

2. Samples

Sampling is not carried out in this study because the population is limited so that the census method is used, namely the entire population is used as the respondent or also called total sampling. So that the sample used in this study is the total number of employees at the Sanggeng Health Center totaling 46 people and Amban Health Center totaling 42 people.

3. RESULTS

3.1 Bivariate Analysis

a. Effect of Gender on employee job satisfaction at the Puskesmas.

Table 1. Effects of Gender on job satisfaction

No	Sex	Satisfaction				Number	
		Less		Good		n	%
		n	%	n	%		
1	Male	0	0	15	17	15	17
2	Female	4	4,5	69	78,4	73	83
Total		4	4,5	84	95,5	88	100
p-value = 0,353; RP = 1,058; CI95% = (1,001 - 1,118)							

Based on Table 1, it shows that out of 15 employees, male sex does not have less job satisfaction, and good as many as 15 people (17%). While from 73 employees who were female as many as 4 people (4.5%) had less satisfaction, and good as many as 69 people (78.4%). The results of the chi square test obtained p-value = 0.353 > 0.05. This means that there is no significant influence of gender on employee job satisfaction. When viewed from the value of RP = 1.058; CI95% = (1,001 - 1,118) interpreted that employees who have a risky female sex

have job satisfaction less than 1,058 times higher than female employees who have good job satisfaction.

b. Effect of Age on employee job satisfaction

Table 2. Effect of Age on job satisfaction

No	Age	Satisfaction				Number	
		Less		Good		n	%
		n	%	n	%		
1	< 30 year	0	0	9	10,2	9	10,2
2	≥ 30 year	4	4,5	75	85,2	79	89,8
Total		4	4,5	84	95,5	88	100

p-value = 0,490; *RP* = 1,053; *CI95%* = (1,001 - 1,108)

Based on Table 4.4, in showing that out of 9 employees aged <30 years there is no lack of job satisfaction, and good as many as 9 people (10.2%). While from 79 employees aged ≥ 30 years as many as 4 people (4.5%) had less job satisfaction, and good as many as 75 people (85.2%). The results of the chi square test obtained *p-value* = 0.490 > 0.05. This means that there is no significant effect of age on employee job satisfaction. When viewed from the value of *RP* = 1.053; *CI95%* = (1,001 - 1,108) interpreted that employees who have <30 years of age are at risk of having job satisfaction less than 1,053 times higher than employees aged ≥ 30 years.

c. Influence of Education on the job satisfaction of Puskesmas employees

Table 3. Effect of Education on Job Satisfaction

No	Education	Satisfaction				Number	
		Less		Good		n	%
		n	%	n	%		
1	High	4	4,5	75	85,2	79	89,8
2	Low	0	0	9	10,2	9	10,2
Total		4	4,5	84	95,5	88	100

p-value = 0,490; *RP* = 0,949; *CI95%* = (0,902 - 0,999)

Based on Table 3, it shows that out of 79 employees with higher education as many as 4 people (4.5%) have less job satisfaction, and good as many as 75 people (82.2%). Whereas from 9 employees who have low education there is no one who has less satisfaction, and has good satisfaction as many as 9 people (10.2%). The results of the chi square test obtained *p-value* = 0.490 > 0.05. This means that there is no significant effect of education on employee job satisfaction. When viewed from the

value of *RP* = 0.949; *CI95%* = (0.902 - 0.999) which is interpreted that employees who have low education are at risk of having job satisfaction less than 0.949 times higher than employees with higher education.

d. Effect of Work Period on job satisfaction of Puskesmas employees.

Table 4. Effect of Work Period on job satisfaction

No	Working period	Satisfaction				Number	
		Less		Good		n	%
		n	%	n	%		
1	New	0	0	10	11,4	10	11,4
2	Old	4	4,5	74	84,1	78	88,6
Total		4	4,5	84	95,5	88	100

p-value = 0,464; *RP* = 1,054; *CI95%* = (1,001 - 1,110)

Based on Table 4 it shows that out of 10 employees with a new working period there is no less job satisfaction and good as many as 10 people (11.4%). Whereas from 78 employees who had a long working period of 4 people (4.5%) had less job satisfaction, and good as many as 74 people (95.5%). The results of the chi square test obtained *p-value* = 0.464 > 0.05. This means that there is no significant effect of work period on employee job satisfaction at the Puskesmas. When viewed from the value of *RP* = 1.054; *CI95%* = (1,001 - 1,110) which is interpreted that employees who have a new working period are at risk of having good job satisfaction 1,054 times higher than employees who have a long working period.

e. Group influence on employee job satisfaction at the Puskesmas.

Table 5. Group influence on job satisfaction

No	Group	Satisfaction				Number	
		Less		Good		n	%
		n	%	n	%		
1	Low	4	4,5	36	40,9	40	45,5
2	High	0	0	48	54,5	48	54,5
Total		4	4,5	84	95,5	88	100

p-value = 0,025; *RP* = 0,900; *CI95%* = (0,812 - 0,998)

Based on Table 5, it shows that out of 40 employees with low class of 4 people (4.5%) have less job satisfaction, and good as many as 36 people (9.5%). While 48 of the high-class employees did not have less satisfaction, and good as many as 48 people (54.5%). The results of the chi square test obtained *p-value* = 0.025 > 0.05. This means

that there is a significant influence on the work satisfaction of the Puskesmas staff. When viewed from the value of $RP = 0.900$; $CI95\% = (0.812 - 0.998)$ which is interpreted that employees who have a low class are at risk of having job satisfaction less than 0.900 times higher than those of high class employees.

f. Influence of leadership on job satisfaction of Puskesmas employees.

Table 6. Effect of leadership on job satisfaction

No	Leadership	Satisfaction				Number	
		Less		Good		n	%
		n	%	n	%		
1	Less	1	1,1	2	2,3	3	3,4
2	Good	3	3,4	82	93,2	85	96,6
Total		4	4,5	84	95,5	88	100
<i>p-value = 0,015; RP = 0,691; CI95% = (0,310 - 1,540)</i>							

Based on Table 6, it shows that of 3 employees with less leadership style as many as 1 person (1.1%) has less job satisfaction, and good as many as 2 people (2.3%). Whereas 85 employees with good leadership style as many as 3 people (3.4%) had less satisfaction, and good as many as 82 people (93.2%). The results of the chi square test obtained $p\text{-value} = 0.015 > 0.05$. This means that there is a significant influence of leadership on employee job satisfaction at the Puskesmas. When viewed from the value of $RP = 0.691$; $CI95\% = (0,310 - 1,540)$ which is interpreted that

employees who have a less risky leadership style have less job satisfaction 0.691 times higher than employees who state good leadership style.

g. Effect of Motivation on employee job satisfaction at the Puskesmas.

Table 7. Effect of Motivation on job satisfaction

No	Motivation	Satisfaction				Number	
		Less		Good		n	%
		n	%	n	%		
1	Low	1	1,1	4	4,5	5	5,7
2	High	3	3,4	80	90,9	83	94,3
Total		4	4,5	84	95,5	88	100
<i>p-value = 0,088; RP = 0,830; CI95% = (0,534 - 1,289)</i>							

Based on Table 7, it shows that of the 5 low motivation employees 1 person (1.1%) has less job satisfaction, and good as many as 4 people (4.5%). While from 83 employees who were highly motivated as many as 3 people (3.4%) had less job satisfaction and good as many as 80 people (90.9%). The results of the chi square test obtained $p\text{-value} = 0.088 > 0.05$. This means that there is no significant effect of motivation on employee job satisfaction at the Puskesmas. When viewed from the value of $RP = 0.830$; $CI95\% = (0,534 - 1,289)$ interpreted that employees who have low motivation risk having good job satisfaction 0.830 times higher than employees who are highly motivated.

3.2. Multivariate Analysis

a. Logistic Regression Analysis

Table 8. Logistic Regression Analysis

Step 1 ^a		B	S.E.	Wald	df	Sig.	Exp(B)
	J.sex	-16.624	8.506E3	.000	1	.998	.000
	Age	-15.005	7.421E4	.000	1	1.000	.000
	Education	17.646	1.158E4	.000	1	.999	4.608E7
	Working period	-2.912	7.332E4	.000	1	1.000	.054
	Group (1)	-18.420	5.371E3	.000	1	.997	.000
	Leadership (1)	-1.444	1.792	.650	1	.420	.236
	Motivation	1.444	1.792	.650	1	.420	4.239
	Constant	69.132	3.129E4	.000	1	.998	1.056E30

Table 8 shows that the Sig value of all variables $p\text{-value} > 0.05$ can be interpreted that there is no independent variable which is the main factor or dominant factor in influencing job satisfaction in Puskesmas employees in Manokwari Regency.

4. DISCUSSION

4.1. Effect of Gender on the job satisfaction of Puskesmas employees

The results showed that there was no sex effect on employee job satisfaction ($p\text{-value} = 0.353 > 0.05$). Previous studies found a relationship between job

satisfaction and gender, although there were differences in results. There are those who find that women feel more satisfied than men, and some are the opposite. There are indications that women tend to focus on different aspects of men. In addition there are differences between men and women, so that there are differences in the importance of differences between men and women. Usually men have a work value that provides an opportunity to direct themselves and get social rewards. Other evidence shows that women get less money and opportunities to be promoted than men. So this makes women satisfied with their work.

4.2. Effect of Age on job satisfaction of Puskesmas employees

The results showed that there was no effect of age on employee job satisfaction ($p\text{-value} = 0.490 > 0.05$). Age is the range of life span from birth and age (Handayani, 2010). Age will affect a person's physical condition, enthusiasm, burden and responsibility both at work and in daily life. For nurses who are less than 30 years old, even though they have good physical condition, to carry out physical activities but in general they have a relatively less sense of responsibility compared to those aged ≥ 30 years (Sandra, 2013). The absence of influence can be caused by other factors that affect employee job satisfaction that are not caused by physical age of the employee, but rather the environment in the agency so that employees do not feel satisfied in work that affects employee performance. This is in accordance with the theory proposed by Gibson (2003), that age has an indirect effect on individual behavior and performance. The older a person is, not necessarily able to show intellectual maturity both cognitively and psychomotor when doing work. This is probably due to the personal values of the individual concerned, flexibility and other psychological factors that influence.

4.3. Effect of Education on the job satisfaction of Puskesmas employees

The results showed that there was no effect of education on employee job

satisfaction ($p\text{-value} = 0.490 > 0.05$). The results of this study are not in line with the research conducted by Samsualam, Indar, & Syafar (2008) which revealed that there was an influence of education on nurse performance. Education essentially aims to change the behavior and mindset of students' goals, where new behaviors (results of change) are then formulated in an educational objective. Education is a description of the knowledge, attitudes, actions, appearance and so on that are expected to be possessed by educational targets at certain periods (Soekidja, 1992).

4.4. Effect of Work Period on job satisfaction of Puskesmas employees

The results of the study showed that there was no effect on the working period on the work satisfaction of puskesmas employees ($p\text{-value} = 0.464 > 0.05$). The results of this study are not in line with the research conducted by Astriana (2014) in the Makassar Haji Hospital revealing that years of work have an effect on nurse performance. According to Robbins (2006) a person's tenure shows the level of seniority. Where the level of seniority is an expression of work experience. According to Sandra (2013), the longer a person's work experience, the more skilled the officer is, it is easy to understand their duties and responsibilities, thus providing an opportunity for achievement.

The absence of the influence of the working period on employee job satisfaction can be influenced by the existence of a reward or award given. Employees who are not satisfied, especially employees who have long worked, can affect performance. Instead of new employees, but feel satisfied with the work they get so they feel comfortable at work that can improve performance. So that satisfaction in working is not influenced by the employee's tenure.

Past behavior that has become accustomed to behaving discipline and enthusiasm in working according to the process will most likely continue to behave accordingly in the future, and vice versa. So that it can be concluded that the old and new

working periods expressed in work experience do not necessarily guarantee good performance if they are used to behaving inappropriately.

4.5. Group influence on job satisfaction of Puskesmas employees

The results of the study showed that there was a group influence on the work satisfaction of puskesmas employees ($p\text{-value} = 0.025 < 0.05$). Rank (group), on jobs that base the level difference (group) so that the job gives a certain position to the person who did it. If there is an increase in wages, then a little more will be considered as a promotion and pride in the new position will change behavior and feelings.

4.6. Effect of leadership style on job satisfaction of Puskesmas employees

The results of the study showed that there was an influence of leadership on the work satisfaction of health center employees ($p\text{-value} = 0.015 < 0.05$). The results of this study are in line with the research conducted by Fitriana (2017) Effect of Leadership Style and Motivation on Employee Performance in Karangrayung II Health Center. Showing the results of the t-test analysis can be obtained leadership style and motivation influence the performance of Karangrayung 2 Public Health Center employees individually while the F test results can be obtained leadership style and motivation influences the job satisfaction of Karangrayung 2 Public Health Center employees together.

According to Tjiptono (2006) leadership style is a way used by leaders in interacting with their subordinates. Meanwhile, another opinion states that leadership style is a pattern of behavior (words and actions) of a leader perceived by others (Hersey, 2004). Leadership style is the behavior or method chosen and used by leaders in influencing the thoughts, feelings, attitudes and behavior of the members of their subordinate organizations (Nawawi, 2011). The respondent's statement at the Puskesmas about leadership style was lacking, because the leadership did not provide examples that could increase

interest in work and did not support subordinates' efforts to solve every work problem and did not use a positive personal approach with subordinates in carrying out tasks and did not encourage the need for deep group work finish the job. This shows that the leader does not interact or communicate with his subordinates, including the problems at hand. The statement of the respondents stating that a good leadership style mostly told the subordinates the details of the work through standard operating procedures and how the work had to be completed. The leader also incidentally supervises the execution of subordinate duties and provides direction in accordance with the command line.

The influence of leadership style that affects job satisfaction is caused by employees who do not interact enough so that delegates or leadership styles cannot be felt directly by employees in improving their performance. On the other hand employees who often interact feel cared for by the leadership, so that all actions or work carried out are considered or supervised by the leadership, thus increasing the morale of employees at the Puskesmas in Manokwari District.

4.7. Effect of motivation on job satisfaction of Puskesmas employees

The results showed that there was no significant effect of motivational factors on the job satisfaction of Puskesmas employees ($p\text{-value} = 0.088 > 0.05$). Motivation is an act of a group of factors that cause individuals to behave in certain ways (Herlambang, 2012). Motivation teaches how to encourage subordinate work morale so that they want to work harder and work hard by using all their abilities and skills to be able to advance and achieve company goals. While the motivation is the driving force that results in an organization member willing and willing to time to organize various activities into his responsibility and fulfill his obligations in the number of achievement of goals and various organizational goals that have been determined previously (Siagian, 2010).

The statement of respondents in the urban health center about motivation in working with low motivation that every work or providing service must require colleagues. This causes employee independence to decrease. In other words, employees have a high morale when they share - with other employees. In addition, employees do not feel proud of the results of services that get appreciation from leaders or coworkers. This shows that employee motivation seems to have other needs that must be considered. Whereas employees who have high motivation are caused by always trying various alternatives to achieve success, good cooperation among friends encourages to work hard so that they can complete good work, make plans to achieve success, if they have difficulty doing something they prefer try hard to finish it, feel satisfied when you get the best results and if it works well. In addition, employees are confident in my ability to work well and provide services quickly and try to be responsible for work seriously to prepare myself to face the challenges of work and get a promotion. This shows that employees have the motivation to actualize.

Self-actualization is related to the process of developing one's true potential. The need to show the ability, expertise and potential of someone. Self-actualization needs have an increased potential tendency because people actualize their behavior. A person who is dominated by the need for self-actualization likes tasks that challenge his abilities and expertise (Sofyandi and Garniwa, 2007).

The influence of motivation on employee job satisfaction is caused by employees doing their jobs well due to the expectation of being able to fulfill their needs through promotion, so that they compete or compete in obtaining promotions that affect the incentives or compensation they receive.

5. CONCLUSION

Based on the results of the research with the title of the factors that influence the job

satisfaction of the employees of the urban health center in Manokwarit District, West Papua Province, it can be concluded:

1. There is no influence of sex factors on employee job satisfaction ($p = 0.353 > 0.05$).
2. There is no influence of age factors on employee job satisfaction ($p = 0.490 > 0.05$).
3. There is no influence of educational factors on employee job satisfaction ($p = 0.490 > 0.05$).
4. There is no influence of tenure factors on employee job satisfaction ($p = 0.464 > 0.05$).
5. There is an influence of group factors on employee job satisfaction ($p = 0.025 < 0.05$).
6. There is an influence of leadership factors on employee job satisfaction ($p = 0.015 < 0.05$).
7. There is no influence of motivation factors on employee job satisfaction ($p = 0.488 > 0.05$).

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