

# Improvement of Job Satisfaction Based on Work Motivation, Work Environment, Competence and Compensation for Hospital Employees

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# Improvement of Job Satisfaction Based on Work Motivation, Work Environment, Competence and Compensation for Hospital Employees

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## ABSTRACT

This study aimed to determine the factors that can increase employee satisfaction at the Regional Public Hospital dr. Sobandi Jember. These factors include work motivation, work environment, and compensation and human resources competencies. The population in this study involve 226 employees who were also the research samples. Thus, this research is also called census research, a type of quantitative research. The techniques of data analysis used were structural equation modeling with PLP Warp software that tests the validity and reliability of measuring instruments, as well as model fit and path analysis test. The results showed that the motivation variable with a coefficient of 0.281 affect employee satisfaction. Work environment variables with a coefficient of 0.162 affect employee satisfaction. HR competency variable with a coefficient value of 0.010 does not affect employee satisfaction, while the compensation variable with a coefficient of 0.681 affects employee satisfaction.

**Keywords:** work motivation; work environment; competence; employee satisfaction; Hospital.

## INTRODUCTION

In line with the mandate of Article 28 H paragraph (1) of the 1945 Constitution of the Republic of Indonesia it has been affirmed that everyone has the right to receive health services, then in Article 34 paragraph (3) the state is declared responsible for providing health care facilities and public service facilities worthy. The Ministry of Health's strategic plan for 2015-2019 which has been established through Minister of Health Decree Number Hk.02.02 / Menkes / 52/2015 About the Ministry of Health's Strategic Plan for 2015-2019, that health development is essentially an effort carried out by all components of the Indonesian Nation which aims to increase awareness, willingness, and ability to live healthy for everyone in order to realize the highest degree of public health, as an investment for the development of human resources that are socially and economically productive. The success of health development is largely determined by the continuity between program and sector efforts, as well as continuity with efforts that have been carried out by the previous period.

2 With the issuance of Law Number 40 of 2004 concerning the National Assurance System which applies to all Indonesians, which is basically a State program aimed at providing certainty of protection and social welfare for all Indonesians. The implementation of Law Number 40 of 2004 concerning the National Guarantee System for All Indonesians encourages the growth of Hospitals, both established and organized by the Government and the Private sector. Through this program, each resident is expected to be able to meet the basic needs of a decent life if things happen that can result in lost or reduced income, due to illness, accident, loss of work, entering old age, or retirement.

2 The government's target to achieve Universal Health Coverage (UHC) in 2019 in accordance with the mandate of Law Number 40 of 2004 concerning the National Guarantee System for All Indonesian Citizens of the Hospital Industry must be well prepared and must make efforts to improve services and quality. In addition to joining BPJS for health services, hospitals must improve their service quality so that it becomes the people's choice in accessing health services.

Government-owned hospitals are no longer the sole provider of health services as they were in the period prior to the enactment of the National Social Security System by the Government in accordance with Law Number 40 of 2004 concerning the National Security System. Hospitals managed by private sectors are also provided broadest opportunity to provide health facilities, health workers and access to health facilities for the community.

Jember Regency is one of the districts in the eastern region of East Java where the development of the hospital services industry has increased significantly. The development of the number of hospitals in Jember Regency showed a significant growth where 11 Hospitals are established, consisting of 5 Government-owned Hospitals and 6 Hospitals managed by private parties. With the large number of hospitals in the regency, the level of competition in acquiring patients has also increased. This condition must be understood by the hospital service providers in Jember Regency. Minister of Health Regulation No. 34 of 2017 concerning Hospital Accreditation encourages Government Hospitals to always maintain the quality of hospital services through hospital management in accordance with the performance indicators set out in the Hospital Minimum Service Standards or in Hospital Accreditation standards. The quality in question is the quality of hospital facilities and infrastructure, the quality of service standards and the quality of its human resources. With the hospital's accreditation regulations, the hospital must continue paying attention to the management of resources that support reliable patient services. Services for the patients must improve continuously to make its performance improve as well, so that the best accreditation can be achieved. Services to patients can be done well if the hospital service providers pay attention to supporting resources for hospital performance.

The success of an institution is determined by two main factors, namely human resources or labor and supporting facilities and infrastructure or work facilities. Of the two main factors, human resources play a more important role than the other. As sophisticated and complete as any supporting facilities owned by an organization, without adequate resources both in quality and quantity, the organization cannot succeed in realizing its organization's vision, mission and goals.

The role of human resources in determining the success of a company cannot be ignored, this is because human resources are a source of competitive advantage that is able to face various challenges (Mangkunegara 2010). Human resources can survive because they have managerial competence, namely the ability to formulate the company's vision and strategy and direct other resources in realizing the vision and implementing the company's strategy (Azhad, Anwar, and Qomariah 2015). Human resources are the only resource that has a feeling, desire, skill, knowledge, encouragement, power and work. All of these potentials can affect the organization's efforts in achieving its goals (Hariandja 2007).

Human resource management in an organization is important in utilizing human resources, in this case employees who work in the organization to support the achievement of organizational goals. Human resources, referred to as employees, are the operational drivers of the organization. Human resource management is very important for an organization to organize, manage, and utilize its human resources so that later it can be more productive and the goals of the organization can be achieved (Nawawi 2008). Human resources contribute to the competitive advantage of the organization; therefore, the organization must encourage the performance of its employees to make it continuously increase, have high motivation, good discipline and, later an excellent service quality can be achieved and provide satisfaction to the users of its services (Manullang 2007).

Employees as human resources are one of the most important components of the organization because of their role as policy implementers and doers of operational activities (Sunyoto 2015). Therefore, companies need to pay attention to employee satisfaction, because it can drive them to do a good job and be enthusiastic. Satisfaction is an employee's feeling related to his work (Azhad, Anwar, and Qomariah 2015). Job satisfaction is closely related to employees' attitudes towards their own work, work situations, cooperation between leaders and fellow employees (Nawawi 2008). Job satisfaction is a general attitude which is the result of several specific attitudes towards work factors, adjustment and individual social relations outside of work (Samsudin 2006). Satisfaction as a feeling of pleasure or disappointment someone experienced after comparing the perception of the performance or results of a product with his expectations (Hariandja 2007).

Many factors can increase employee satisfaction, including work motivation, work environment, HR competencies, and compensation. Work motivation is a factor that can presumably increase employee satisfaction. Motivation is a condition that encourages or becomes the cause of someone doing an action or activity, which takes place consciously (Nawawi 2008). It is needed in an effort to improve employee performance (Samsudin 2006). Work motivation depends on fulfilling the hierarchy of needs which will determine how people behave and motivate themselves. Applying appropriate motivation can encourage them to do their job as best they can, thereby increasing the performance of the employee concerned. Thus, the role of leadership of the board of executives in providing motivation to employees becomes very important. This means that in motivating employees they must see the needs of employees. Providing the right motivation according to employee needs will open more possibilities for the organization to support the achievement of organizational goals. Motivation as a driving force that creates the excitement of one's work so that they want to work together, work effectively and be

integrated with all their efforts to achieve satisfaction (Mangkunegara 2009). Several studies have been conducted by researchers that link work motivation and employee satisfaction. Some studies (Badjuri, 2009; Wirda and Azra, 2012; Yusuf, 2015; Syahidin, 2018, Pribadi, 2018) found that work motivation can increase employee's job satisfaction.

The second factor that affects the job satisfaction of employees is work environment, which means everything around workers that can affect themselves in carrying out their tasks (Harin 2014). The physical work environment is the environment around the workers in carrying out their work such as work space, coloring, as well as office facilities (Sarwono 2005). There is also a work environment called non-physical work environment such as mates with whom they share a room, leaders and subordinates (Mangkunegara 2009). In fact, a comfortable work environment can influence employees in carrying out their duties. For example, coloring in the eye will affect employees in completing their tasks. Relationships of employees with leaders, colleagues and subordinates can also affect the work of employees. A bad relationship with superiors, colleagues and subordinates may impact the completion of employee tasks. Feelings of discomfort in the work environment can also have an impact on employee satisfaction and dissatisfaction. A comfortable work environment can usually make employees satisfied and finally be able to complete their duties properly. A number of previous studies have examined the relationship between work environment and employee satisfaction, such as Wibowo, Musadieq, and Nurtjahjono (2014), Hidayat (2018), Sitinjak (2018), who found that the work environment has an impact on employee satisfaction. On the other hand, studies by Riansari, Sudiro, and Rofiaty (2012), Sudibya and Utama (2012), and Pribadi (2018) found that there is no significant influence between work environment and employee satisfaction.

The next factor affecting employee satisfaction is competence. It is an ability inherent in employees (Samsudin 2006). Competence is an expertise possessed by employees in carrying out their tasks. The higher the competence, the better one is in completing duties. If employees can carry out their duties properly, they will be satisfied (Azhad, Anwar, and Qomariah 2015). Several studies have been conducted that link between competence with employee satisfaction including Yusuf (2015) and Supiyanto (2015) which states that HR competencies can increase employee satisfaction at work.

The fourth factor that can affect employee satisfaction is compensation that is everything received by employees in the form of salaries, wages, incentives, bonuses, premiums, medication, insurance and others of the same type that are paid directly by the company (Samsudin 2006). The compensation must be correctly determined and known in advance so that the employee knows exactly how much compensation they can earn. Compensation is a major factor in employment in an organization (Manullang 2007). The staffing policy has much to do with consideration for determining employee compensation, while the level of compensation of employees is closely related to the level of education, level of position and work experience (Ruky 2006). Therefore, in determining employee compensation, it is necessary to be based on performance appraisal, employee conditions, education level, position, and years of service of the employee (Mangkunegara 2009). Compensation as something that is received by employees as

a reward for their work and is a way of management to increase job satisfaction of employees (Samsudin 2006). Previous studies examining the effect of compensation on employee performance include Sinollah (2011), Kusumaningtyas (2012), Riansari, Sudiro, and Rofiaty (2012), Syah (2013), Supiyanto (2015), Yusuf (2015), Hidayat (2018), and Syahidin (2018). They similarly stated that compensation had a positive and significant effect on employee performance. Based on the background, the underlying theory and several studies that have been done by previous researchers, the formulation of the problem in this study is how to increase employee satisfaction if it is associated with variables of work motivation, work environment, competence and compensation in the Regional Hospital Administration Staff dr. Soebandi Jember. While the purpose of this study was to determine the impact of work motivation, work environment, competence and compensation variables on job satisfaction of Regional Hospital administrative staff dr. Soebandi Jember.

### RESEARCH METHODS

This study used quantitative approach. This is used to test hypotheses and to determine the effect between variables that have been built into research models (Ghozali 2011). Stages of the research process conducted by researchers start from exploring the existing problems in the research object. Then, it proceeds with literature study to explore the theoretical foundation and the results of empirical studies in previous research to be used as a basis for building research models (Sugiyono 2010). After that, observation and interviews are continued in the field, data collection is done through a questionnaire, and analysis is made and conclusions are drawn afterwards.

This study describes a phenomenon or event that occurs in an object of research. This study aims to explain the relationships between one variable with other variables and also to explain the causal relationship between variables through testing the hypotheses proposed in the study (Sekaran 2006). To carry out this research, data collection was carried out by distributing questionnaires whose data were collected from a sample of the population to represent the entire population. The independent variables in this study include: work motivation, work environment, HR competence and compensation. While the dependent variable is job satisfaction.

Population is a group of people, events or everything that has certain characteristics (Ferdinand 2006). Population is a generalization area that consists of subjects who have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Ghozali 2011). The population in this study were all administrative staff at RSD dr. Soebandi Jember totaling 226 people. Samples can be interpreted as part of a population in a certain number that has the same characteristics as the population. To carry out this research, data collection was collected from a sample of the population to represent the entire population (Sugiyono 2010). The sample in this study was 226 employees who were also the study population. So this research is also called census research.

Validity test is done by using convergent validity test. Convergent validity means that a set of indicators represents one latent variable and which underlies the latent variable. The representation can be demonstrated through unidimensionality

that can be expressed using the average value of the extracted variant (Average Variance Extracted / AVE). The AVE value is at least 0.5. This value represents adequate convergent validity which means that a latent variable is able to explain more than half the variants of the indicators in average (Sekaran 2006). Reliability test is an instrument that if used several times to measure the same object will produce the same data (size). A reliable or trustworthy or reliable instrument will be able to produce reliable data as well. To find out the level of validity and reliability of a relatively easy research instrument is to use the Alpha Cronbach analysis tool (Ghozali 2005).

Data analysis to determine the effect of independent variables on the dependent variable used SEM analysis using PLS. SEM using PLS only allows directional relationship between variables. This is the same as the path analysis model, but not the same as covariance-based SEM which also allows reciprocal relationships (Ghozali 2011).

## RESULTS AND DISCUSSION

### Validity Test Results

**Table 1. Convergent Validity Motivational Variables**

Indicator	Normalized pattern loading	Standard	Information
X11	0.560	0,5	Convergent validity fulfilled
X12	0.583	0,5	Convergent validity fulfilled
X13	0.643	0,5	Convergent validity fulfilled
X14	0.575	0,5	Convergent validity fulfilled

Source: Data Processed with PLS Warp 5.0

Based on the results of the validity test using Warp PLS version 5.0, it can be seen that all indicators of motivation variables meet the requirements of convergent validity.

**Table 2. Convergent Validity of Work Environment Variables**

Indicator	Normalized pattern loading	Standard	Information
X21	0.609	0,5	convergent validity fulfilled
X22	0.655	0,5	convergent validity fulfilled
X23	0.612	0,5	convergent validity fulfilled
X24	0.556	0,5	convergent validity fulfilled
X25	0.566	0,5	convergent validity fulfilled

Source: Data Processed with PLS Warp 5.0

Based on the results of the validity test using Warp PLS version 5.0, it can be seen that all indicators of work environment variables meet the requirements of convergent validity.

**Table 3. Convergent Validity of Competency Variables**

Indicator	Normalized pattern loading	Standard	Information
X31	0.576	0,5	convergent validity fulfilled

X32	0.571	0,5	<i>convergent validity</i> fulfilled
X33	0.644	0,5	<i>convergent validity</i> fulfilled

Source: Data Processed with PLS Warp 5.0

<sup>4</sup> Based on the results of the validity test using Warp PLS version 5.0, it can be seen that all competency variable indicators meet the convergent validity requirements.

**Table 4. Convergent Validity of Variable Compensation**

Indicator	<i>Normalized pattern loading</i>	Standard	Information
X41	0.556	0,5	<i>Convergent validity</i> fulfilled
X42	0.544	0,5	<i>Convergent validity</i> fulfilled
X43	0.704	0,5	<i>Convergent validity</i> fulfilled
X44	0.699	0,5	<i>Convergent validity</i> fulfilled

Source: Data Processed with PLS Warp 5.0

<sup>4</sup> Based on the results of the validity test using Warp PLS version 5.0, it can be seen that all competency variable indicators meet the convergent validity requirements.

**Table 5. Convergent Validity Variables Job Satisfaction**

Indicator	<i>Normalized pattern loading</i>	Standard	Information
X41	0.801	0,5	<i>Convergent validity</i> fulfilled
X42	0.551	0,5	<i>Convergent validity</i> fulfilled
X43	0.783	0,5	<i>Convergent validity</i> fulfilled
X44	0.573	0,5	<i>Convergent validity</i> fulfilled

Source: <sup>4</sup>Data Processed with PLS Warp 5.0

<sup>4</sup> Based on the results of the validity test using Warp PLS version 5.0, it can be seen that all indicators of job satisfaction variables meet the convergent validity requirements.

### Reliability Test Results

**Table 6. Reliability Tests**

Information	Variable						Standard	Information
	X1	X2	X3	X4	Z	Y		
<i>Composite reliability coefficients</i>	0.920	0.858	0.753	0.732	0.831	0.935	0,6	Reliable
<i>Cronbach's alpha coefficients</i>	0.883	0.788	0.807	0.826	0.723	0.913	0,7	Reliable

Source: Data Processed with PLS Warp 5.0

The reliability test results show that the Cronbach's Alpha value for each variable is above 0.60, so all variables are said to be reliable.

### Descriptive Statistical Analysis of Work Motivation Variables



The results of the descriptive statistical calculations for work motivation variables are known that out of a total of 226 respondents, 61.94% dominantly agree with work motivation, while the least perception of work motivation is disagreeing at 2.0%. This shows the respondents' a high (good) value perception of questions that represent indicators of work motivation, namely recognition of the ability of employees.

#### **Descriptive Analysis of Work Environment Variables**

The results of the descriptive statistical calculations for work environment variables are known that out of a total of 226 respondents, 61.95% agree with the work environment, while the perception of the work environment that is the least is not agree that is equal to 0.2%. This shows that the respondent has a high (good) value perception of questions that represent air circulation and lighting indicators.

#### **Descriptive Analysis of Competency Variables**

The results of the descriptive statistical calculations for the competency variable note that out of a total of 226 respondents, 55.75% show the most dominant perception of competence of agreement, and the least perception of competence is disagreeing at 0.2%. This shows that respondents have a high (good) value perception of questions that represent skills indicators.

#### **Descriptive Variation of Compensation Analysis**

The results of the descriptive statistical calculations for the compensation variable note that 55.75% of 226 respondents agree with compensation, whereas the lowest perception of compensation is disagreement, which is 0.2%. This shows that the respondent has a high (good) value perception of the questions that represent the benefit indicators.

#### **Descriptive Analysis of Job Satisfaction Variables**

The results of the descriptive statistical calculations for the variable job satisfaction is known that out of a total of 226 respondents having the most dominant perception of employee performance is agreeing to 50.88%. While the least perceived employee performance is disagreeing at 0.2%. This shows that respondents have a high (good) value perception of questions that represent indicators of authority and social utility.

#### **Hypothesis Testing**

To evaluate the structural relationship between latent variables, hypothesis testing must be carried out on the path coefficient denoted by  $\beta$  between the variables by comparing the p-value with p value 0.01. The p-value is obtained from the output in WarpPLS 5.0. Testing this hypothesis is also intended to answer the research hypothesis and also prove the truth of the alleged research which consists of 4 hypotheses. Based on the path analysis model, it can be seen the analysis of the direct influence between the variables of work motivation, work environment, competence and compensation for job satisfaction can be seen in Table 7.

The coefficient of influence of work motivation variables on job satisfaction is 0.281 with a p value <0.01. The effect of work motivation on job satisfaction is

significant because the p value is less than 0.05. The coefficient of influence of work environment variables on job satisfaction is 0.162 with  $p = 0.006$ . The influence of the work environment on job satisfaction is significant because the p value is less than 0.05. The coefficient of influence of the competency variable on job satisfaction is 0.010 with a value of  $p = 0.439$ . The effect of competence on job satisfaction is not significant because the p value is greater than 0.05. The coefficient of influence of the compensation variable on job satisfaction is 0.681 with a p value  $< 0.01$ . The effect of compensation on job satisfaction is significant because the p value is less than 0.05. R<sup>2</sup> value of job satisfaction variable of 0.70, this shows that the variance of the variable job satisfaction by 70% can be explained by the variance of the variables of work motivation, work environment, competence and compensation.

**Table 7. Analysis of Direct Effects**

Information	Variable	X1	X2	X3	X4
Path coefficients	X2				
	X3				
	X4				
	Y	0.281	0.162	0.010	0.681
P Value	X2				
	X3				
	X4				
	Y	<0.001	0.006	0.439	<0.001

Source: Data Processed with PLS Warp 5.0

## Discussion

### Effect of Work Motivation on Job Satisfaction

The results showed that the coefficient of work motivation was 0.28 with a p value  $< 0.001$ . This significance value is smaller than 0.05, so the hypothesis which states that there is an influence of work motivation on job satisfaction is accepted. This shows the results of the study support the first hypothesis that there is a positive and significant influence of work motivation on job satisfaction. This means that the more work motivation of employees increases the more job satisfaction of employees at the Hospital dr. Soebandi Jember.

A positive mental attitude of an employee towards work situations can strengthen the employee's work motivation to achieve maximum performance, while job satisfaction is closely related to employees' attitudes towards their own work, work situations, cooperation between leaders and fellow employees. This study supports research that has been conducted by Badjuri (2009), Wirda and Azra (2012), Yusuf (2015), dan Syahidin (2018), and Pribadi (2018) who state that work motivation can increase job satisfaction of employees.

### Effect of Work Environment on Job Satisfaction

The test results showed that the coefficient of work environment variables was 0.16 with a p value  $< 0.01$ . These results indicate that the significance value of the

work environment variable is smaller than 0.05. Thus, these results support hypothesis 2: there is a positive and significant influence of the work environment on job satisfaction. So that the better the work environment, the more job satisfaction increases at the Hospital dr. Soebandi Jember. The work environment is an effort to create conditions that reflect a family atmosphere, good communication and self-control

#### Effect of Work Environment on Job Satisfaction

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#### Effect of Competence on Job Satisfaction

The results showed that the coefficient value of the competency variable was 0.01 with a value of  $p = 0.44$ . This result is not significant because it is greater than 0.05. This shows the results of research rejecting hypothesis 3 that there is no positive and significant effect of competence on job satisfaction. This shows that competence cannot increase employee job satisfaction in the Hospital Dr. Soebandi Jember.

Competence is an individual's capacity to do various tasks in a job. Besides, it is also stated that all individual abilities are essentially composed of two sets of factors, namely intellectual ability and physical ability. Employees' competency shows a person's ability to refer to an individual's capacity to carry out various tasks in a job and all the abilities of an individual. Research that connects HR competencies with satisfaction has been widely done. Among them is research that has been done by Yusuf (2015) and Supiyanto (2015) which states that HR competencies can increase employee satisfaction at work.

#### Effect of Compensation on Job Satisfaction

The results showed that the coefficient of compensation variable was 0.68 with a p value <0.01. This result is significant because it is smaller than 0.05. This shows the results of the study support hypothesis 4 that there is a positive and significant effect of compensation on employee performance. Thus the better the work motivation of employees, the more job satisfaction increases at dr. Soebandi Jember.

Provision of compensation in an organization must be arranged in such a way to form a good system. Compensation is the entire remuneration received by employees as a result of carrying out work in the organization in the form of money

or other forms which can be in the form of salaries, wages, bonuses, incentives, and other benefits such as health benefits, holiday allowances, meal allowances, leave fees and others- other. This compensation includes work situations where workers find job satisfaction and work motivation. Researchers who have done the same research include Sinollah (2011), Kusumaningtyas (2012), Riansari, Sudiro, and Rofiaty (2012), Syah (2013), Supiyanto (2015), Yusuf (2015), Hidayat (2018), and Syahidin (2018). Similarly, these studies state that compensation had a positive and significant effect on employee performance.

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

This research was conducted at the Dr. Soebandi Jember with the aim to test and analyze the effect of work motivation, work environment, HR competence and compensation on employee job satisfaction. The object of research is all employees at the Hospital dr. Soebandi Jember during May 2019. The number of respondents was 226 people. The results showed that: 1) there was a positive and significant influence of work motivation variables on job satisfaction. This shows that better work motivation in the Hospital staff of dr. Soebandi Jember will further increase job satisfaction; 2) there is a positive and significant influence of work environment variables on job satisfaction. This shows the better working environment, the better the job satisfaction; 3) there is no positive and significant influence of competency variable on job satisfaction. This shows the competency possessed by the employees may not increase their job satisfaction; and 4) there is a positive and significant influence of compensation variable on job satisfaction. This shows the better implementation of compensation in dr. Soebandi Jember, the better the job satisfaction.

### Suggestion

Based on the results of loading factor testing, this study provides input for all levels of leadership and staff at the hospital Dr. Soebandi Jember in order to: 1) increase the recognition of capabilities possessed by the employees by motivating employees by rewarding their work achievements; 2) improve security and safety for employees in the work environment of the Hospital dr. Soebandi Jember in order to create a conducive and comfortable work environment for all Hospital employees, dr. Soebandi Jember; 3) improve employee skills through education and training that support the smooth completion of work so that optimal employee performance is achieved; 4) increase appreciation for the achievement of the goals of work performed by employees so that employees feel more valued the results of their efforts and increase self-motivation to work better; 5) increase recognition of employee work results and employee performance for the advancement of employees and also for the hospital agencies dr. Soebandi Jember; 6) encourage and direct employees to complete their duties on time and within the work standards and general purpose of the hospital Dr. Soebandi Jember.

Suggestions for future research are: future research can use the same research variables with a broader scope of research objects or compare one organization to another organization, or use other research models such as using

moderating variables or adding other variables such as: work ethic, work culture, and leadership.

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