Research Paper Management

Analysis of Job Satisfaction and Its Relationship With Nurses Performance in Ciawi General Hospital

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ABSTRACT

Job satisfaction of nurses in the hospital seems to be one of the keys that surely needed,because the customer satisfaction and the customer convenience in receiving the service are influenced by various conditions such as happy nurses in providing care to the patient. Implementation of nursing functions will lead to the job satisfaction if there is a match between the desires and the needs based on the results of its work and will eventually be linked to the performance that must be achieved by a nurse. In the survey of respondents which were implementing the direct nursing care, we wanted to know the factors that influenced job satisfaction based on factors of satisfies, dissatisfies, and the entire job satisfaction (satisfies and dissatisfies factors) and its relationship with the performance of nurses. The method of multiple regression test proved that the factors of satisfies and dissatisfies affected job satisfaction and performance of hospital nurses. However, the achievement and promotion had no significant relationship with the performance. Hospital must establish the performance assessment rules which are easy to understand and the improvement of reward systems on the level of authority and responsibility in accordance with the expectations of nurses.

KEYWORDS Job Satisfaction, Nurse Performance

INTRODUCTION

The health service provider institution such as community health center or hospital will be able to provide a good quality of health service if supported by the availability of facilities and infrastructures, and also the complete medical equipments, supply of medicines and consumables as needed, appropriate standard operating procedure, and the availability of human resources assets that are adequate in number and certainly reliable. One of the institutions is Ciawi General Hospital.

Ciawi General Hospital is a Regional Public Service Board which is accredited for 16 national standard services, so this becomes an added value to increase people trust in the various services provided by the hospital. This hospital has eight medical type units and six medical support service units with different jobs. All these installations have doctors and nurses as the main resources in the provision of services to the patients. The hospital has a responsibility in giving the health services that are qualified and appropriate to the customer's expectation. This duty can be accomplished properly if supported by a complete facilities and infrastructures, the right standard operating procedure (SOP), a sufficient budget, and also an adequate human resources that are reliable.

In the performance of hospital duties, it is quite clear for the doctors and medical personnels, that is to serve the medication and therapy directly to the patients and the family. The non-nursing paramedical personnels and the general administration personnels are the supporters of other service activities. All the practitioner personnels are responsible for the main duties and the function of the hospital which will determine the performance and success of the hospital.

The nurses act as escort medical personnels and direct care providers in the inpatient installation, outpatient, and other medical service installations. The nurses have the highest intensity of work against patient, so that nurses are one of the keys in building the image of hospital services. All of the nursing services held for 24 hours are the largest activities of health services in the hospital and become the activities that influence the customer satisfaction and the quality of the hospital. The quantity of nurses dominate the overall medical personnels, and in fact, the nurses are the persons who made first and longest contact (relationship) with the patient and his family. Thus, the performance of hospital can be affected by this majority group (nurses). The responsibility to gain a good performance has become a heavy duty on all nurses. According to Mukhlas (2005) the organization performance is affected by the individual performance, while this individual performance is influenced by the individual job satisfaction, so that the individual job satisfaction of nurses has a great influence on the hospital performance.

Wexley and Yulk in Mangkunegara (2005) defined a job satisfaction as "the way an employee feels about his or her job. Robbins (2002) in Lubis (2008) said that a job satisfaction is the individual attitudes toward his job. The attitude or the positive feeling or please to work in carrying out the duties and the responsibility of caring patient will have an impact on the satisfaction feeling of working as a nurse, and allows to be a good motivator in order to get a maximum result of service job. The qualities of nursing health service desired by people include the behavior and the practice of nurse in daily works, such as responsible, caring, friendly, skilled, disciplined, and honest. The increase of duties and responsibilities as a result of the increase in the number of visits (the patients) and the fulfillment of qualified service demands, those will be reached and able to be performed by nurses if in the implementation they can get the satisfaction by doing their job. The job satisfaction will arise if there is a match between the desires and the needs that they imagine based on the result of their works.

According to Robbin (2008) on the Herzberg's Two Factor Theory, the factors that produce a job satisfaction are separated and different from the factors that cause a job dissatisfaction. The conditions surround the jobs such as supervision, employee benefits, company policies, physical condition of job, and relationship with other individual, are classified as dissatisfies factors (hygiene factors). The factors related to the content of job that produce a job satisfaction or a motivator (satisfies factor) include achievements, reward, responsibility and the work itself.

The preliminary interview with several nurses at some rooms gave some informations, among others, the implementation of nursing service standard or nursing SOP was short of discipline, so was the practice of shift-over, then there were the greater wants to get the service incentives, the wishes to become the government employees, the supervision was not considered to be effective, the senior nurse's behavior can not be emulated yet, the managerial policy was considered to be confusing and the job promotion was unclear. These informations were almost similar to the data of training result which was done by the nursing department.

If this observed furthermore, the nurses' complaints and the result data of the daily supervision from nursing department as a nursing service builder, are the informations that should be noticed by the hospital management. Therefore, it is better if they explore in detail the problems known, especially the information related to the nursing activities and the environment of nursing job in some service installations where nurses are the direct practitioner and the medical assistant personnels. In Robin (2008), further about the Herzberg theory, the attitude of someone toward his job is very possible to determine the success and failure of his job. Having no success for the execution of the job that directly related to the nursing services can due to the nurses' unsatisfied feeling toward his job and the nurse job environment itself.

In addition to the above, the other studies were done, these are Araceli *et al*. (2005) that investigated the patient satisfaction measured by using five-dimensional approach of service quality. Hedithya and Humala (2013) were conducted the assessment on patient satisfaction levels toward the service of Medan community health center. Lohafri and Darwansyah (2013) who observed the patient satisfaction levels in community health center of Bara Permai, Palopo City. Irwandi *et al*. (2013) that studied the disparity on the service quality of community health center in Kutai Kartanegara Regency. Dole and Schroeder (2001) studied on the impacts of various factors toward professionalism of an accountant. Testa (1999) researched on the relationship of the organization's vision, job satisfaction and service efforts. Carmeli and Freud (2004) learned about the relationship between the work commitment, the work satisfaction, and the work performance. Crossman and Zaki (2003) observed the job satisfaction and the performance of employees in the Bank of Lebanon. Koys (2001) studied the impacts of workers satisfactions to the effectiveness of organization. Petty et al. (1984) observed the relationship between the individual job satisfaction and the individual performance. Related to these, the study concerned to the job satisfaction and its relationship with the nurse performance in Ciawi General Hospital is still minimum, for that reason we interested to analyze the factors of nursing job satisfaction from the aspects of works and work environment and also analyze its relationship with the nurse performance in several service installations.

Objectives of Study

The objectives of this study are:

1. Analyzing the job satisfaction based on satisfies factors to the nurse performance.
2. Analyzing the job satisfaction based on dissatisfies factors to the nurse performance.
3. Analyzing the relationship between the job satisfaction factors and the nurse performance.
4. Analyzing the difference of job satisfaction to the nurse performance at each medical service installation.

METHOD

The study was conducted at the Ciawi General Hospital, Bogor Regency. The primary data was collected in the form of questionnaires working done by all nurses in the medical service installations and the interview with the person in charge of nursing and with the supervisors for six months, i.e. in Mei – October 2014.

This study used a descriptive analysis with quantitative analysis approach. This quantitative approach was used to determine the correlation between the independent variables, i.e. job satisfaction factors, with the dependent variable that was the performance of Ciawi General Hospital nurses.

The primary data in this study were collected by the survey method using the questionnaires. In this study it was also collected the data as a result from the direct interviews to the relevant stakeholders, which directly or indirectly related to the nurses. The study was also used the secondary data from the internal nursing department.

The samples were taken using the census method, so that all nurses in the direct service installations (medical service), that was 276 individuals, served as the respondents.

The validity test was done in this study, with the correlation technique of *Product Moment Pearson*. It also tested for the reliability. The reliability was tested by looking the Alpha Coefficient by doing the Reliability Analysis with SPSS, and then it was seen for the value of Alpha-Cronbach for the reliability of entire items in one variable.

This study also used the descriptive analysis to determine the respondent characteristics and the assessment of job satisfaction toward nurse performance based on the average value. Furthermore, it was also done for the correlation test and *multiple regresion analysis*, the observation of the determination coefficient, and the test of the different satisfaction levels between the service installations.

RESULTS AND DISCUSSION

Condition of Job Satisfaction and Nurse Performance in Ciawi General Hospital

The job satisfaction level of nurses for the assessments of achievement, promotion, determination of responsibility and duty, setting of the policy, reward of salary/incentive, condition of support and work relationship, as well as employment status to the nurse, had not shown a good level of satisfaction. In the procedure, the implementation of activities with main duty and responsibility had been set and assessed according to the level of nurse ability/skill. The placement of each nurse had gone through selection stages by the assessment team of hospital according to the ability/skill of the nurse.

The supervision of daily nursing activities in the implementation of hospital policy is conducted by the supervisor. This monitoring result then reported to the nursing controller. The policies of payroll system and other allowances which become the appreciation of works were decided based on the indexes of point assessment. The hospital set up the policy of employee salary based on the processed result of the editor team that was selected and agreed as the representative from each installation. Other activities outside the main duties of nursing that related to the development and the work relationship of the team had become the permanent program of the hospital for the entire employees. The policies and the condition of work facilities directly related to the job of nursing and also the employee status still revealed the complaints from nurses.

The description above illustrated that the job satisfaction toward the job and the nursing job environment was still not optimal. This low satisfaction was influenced by the factors of satisfaction itself. According to Handoko (1994) in Muslia

(2013) the job satisfaction is a pleasant or unpleasant emotional condition of the employee in looking his job, and it's individualistic (Rivai, 2009). The job satisfaction is a positive attitude of employee toward his job and everything that he faces in his work environment. The realization of needs of nurses will affect the increase of job satisfaction and performance of nurses. In a relationship to this job satisfaction, at the industry of communication in Islamabad, eventually the job satisfaction is also determined by the team empowerment (Gondal danKhan, 2008). This is in line with the opinion of Cordery *et al*. (1991) that the workers who are in the workteam have a higher level of job satisfaction than the workers who work in a traditional mode at the same company.

Relationship of Nurse Individual Characteristic and Job Satisfaction

In this study, the performance of nurses at Ciawi General Hospital in 2014 based on job satisfaction was determined first by looking the factor of individual characters on observed nurses, including the aspects of gender, age, education, and periods of work. The observation result of nurse characteristics based on gender differences can be seen in Table 1.

Table 1 Characteristics and nurse satisfaction test based on gender

Gender	n	%	Satisfaction	
Male	78	28	F	p (value)
Female	198	72	3.37	0.267

The result showed that as much as 72% or 198 individuals were female nurses, and 28% or 78 individuals were males, so from the total of 276 respondents, female nurses were dominant. The result of statistical test showed a p-value of (0.267) > alpha 0.05, proved that there was no significant difference between the job satisfaction of female and the male nurses. Mukhlas (2005) said that in general there is no significant difference between the male and the female employees over the job productivity and the job satisfaction matters. There was an issue that the nurse job previously performed by women, later began carry out by men. Moreover, the male nurses were needed to become the personnels that can balance the ability of female nurses and also it was a demand from the hospital customers.

The characteristics and the nurse satisfaction test based on age were shown in Table 2.

Tabel 2 Characteristics and nurse satisfaction test based on age

Age (years old)	n	%	Satisfaction	
			Average	subset
< 25	87	31	60,20	a
26 – 35	141	51	58,52	a
36 – 45	32	12	55,09	ab
> 46	16	6	52,12	b
p (value)	0,042			

Based on the age, the result showed that the quantity of nurses aged 26 – 35 years old were 51% or 141 individuals, and the nurses aged less than 25 years old were as much as 31% or 87 individuals. Thus, 82% of nurses were aged over 35 years old. The result of statistical test showed a p-value of (0.042) < alpha 0.05. This showed that there was a significant difference on the average value of the nurse satisfaction level of nurses aged less than 35 years old with the satisfaction level of nurses aged over 46 years old. The nurses aged less than 35 years old had a better satisfaction level than the nurses over 46 years old. This was due the majority nurses aged less than 35 years old were the new nurses with responsibilities as young nurses with less experience, and they expected to increase their abilities of direct practice as nurses.

The relationship between the nurse characteristics based on education level with the job satisfaction can be seen in Table 3.

Table 3 Characteristics and satisfaction test of nurses based on education level

Education level	n	%	Satisfaction	
Senior High School	10	4	F	p (value)
Diploma	254	92	0.700	0.498
Bachelor Degree	12	4		

The observation result based on the education level showed that the number of nurses with Diploma Degree were 92% or 254 individuals and the nurses with Bachelor Degree of Nursing were 4% or 12 individuals, and the rest were high school educated. There was no nurse had reached the education to the level of post-graduate. From the statistical test, it was obtained the p-value of (0.498) > alpha 0.05. This showed that there was no significant difference in the satisfaction levels of Diploma graduated nurses and non-Diploma graduated nurses. This indicated that the majority of nurses were Diploma graduated, so that the satisfaction levels based on the education level was not different.

Next, the relationship between the nurse characteristics based on work period and the satisfaction levels is shown in Table 4.

Table 4 Characteristics and satisfaction test of nurses based on work period

Work Period (years)	n	%	Satisfaction	
			Average	subset
8 – 11	39	14	54,16	a
> 12	55	20	56,15	a
0 – 3	126	46	59,63	ab
4 – 7	56	20	60,23	b
p (value)		0,032		

The characteristics of respondents based on work period showed that as much as 46% or 126 nurses had worked for < 3 years and the nurses had worked for 4 – 7 years were equal to 20% or 56 nurses, while the other 20% or 55 nurses had worked for > 12 years, and the rest, that was 14% or 39 nurses had worked for 8 – 11 years. Then, the result of statistical test showed that the p-value was 0.032 < alpha 0.05. This indicated that there was a significant difference in the averages of satisfaction level from the nurses had worked for less than seven years with the nurses that had worked for over eight years. In the result of satisfaction averages, the nurses that had worked under seven years had a better satisfaction level than the nurses that had worked for over eight years. In a view of the last three years that the hospital has become a Public Service Board, the hospital has been allowed to recruit nurses to be new personnels according to the classification needed. As new nurses, most of them were inexperienced and want to increase their skills and learn more on their job and the nursing environment. According to the research of Mayasari (2009) it was obtained that the work period had no effect to the level of nurse satisfaction.

Result of validity and reliability tests

The validity test generated the r-count value of each items of variables of achievement, promotion, responsibility and duty, and also policy, supervision, salary/incentive, work condition, work relationship and status. The value of r-count of each item > r-table (0.361). This indicated that each item of all variables was declared valid, the instrument significantly correlated to the total score.

In the test of reliability by using the *Cronbach's Alpha* value, it was obtained that the coefficient value of Alpha Cronbach of each item in job satisfaction variables > 0.7, showed that each item in variables of achievement, promotion, responsibility and duty, as well as policy, supervision, salary/incentive, work condition, work relationship and status were reliable, also meant that the value r (alpha) of each item in satisfies and dissatisfies factors > 0.7 was reliable.

Description of Respondent toward Variables of Job Satisfaction and Performance

The perceptions of 276 respondents who described the feeling of satisfaction and less satisfaction for each variable of satis-

faction and performance in questionnaire based on the value option of observed statements, generated the values of satisfaction and performance in relation to the satisfies and dissatisfies factors that can be seen in Table 5.

Table 5 Description of respondents to job satisfaction factors

Variable	S		LS	
	n	%	N	%
Achievement	425	38	679	**62**
Promotion	404	37	700	**63**
Responsibility	575	**52**	529	48
Duty	591	**53**	513	47
Policy	326	30	778	**70**
Supervision	316	29	788	**71**
Salary/Incent.	219	20	885	**80**
Work condition	394	36	710	**64**
Work relationship	756	**68**	348	32
Status	770	**70**	334	30
Satisfies	1995	45	2421	**55**
Dissatisfies	2781	42	3843	**58**

Annotation: S= satisfied, LS= less satisfied, n=statement.

The perceptions of nurses, the level of satisfaction in the achievement variable based on its statement items was 62% of nurses tended to be less satisfied. This illustrated that the nurses experienced the chance of increasing their skill and their desire to be developed were supported by the hospital head in accordance with their hopes. In description of the promotion variable, it was obtained that the perception of 63% statements of nurses were likely to be less satisfied. This showed that the nurses were not entirely get the same reward (as an appreciation) for the work that they achieved. The rewards given were not completely compliant with their wishes. The giving of more authority beyond the professionalism of a nurse as a reward for the good working value was still complained.

The satisfaction level on the responsibility variable based on the perception of nurses was equal to 52% statements that were likely to be satisfied, this meant that the main duties and functions as practitioners at some service rooms were in accordance with the expectations of nurses. As much as 53% statements of nurses toward the job were satisfied. This result illustrated that the position as practitioners of nursing service providers were in line with their hopes. The nurses, which mostly were new personnels and had work experience less than three years, had the prides to work as nurses. This was described further, the statements of nurses perception about four variables above which were the satisfies factors, showed the condition of 55% nurses statements were less satisfied to the factors related to the nursing job itself.

Table 5 showed the perception of nurses in the next variable, that was variable of policy, based on its statement item was as much as 70% respondents that were likely to be less satisfied. This indicated that the majority of nurses did not understand or had difficulties in implementing the leader's or the organization's rules. It happened probably because the socialization of the rules were not conducted well or the rules itself were difficult to be implemented. In the result of description on the supervision variable, it was obtained the perception of 71% nurses statement tended to be less satisfied. This condition can be explained as there was a possibility that the supervision activity was not done effectively by the nursing department and the nurses had not felt the full roles and functions of the supervisor as the controller and partner in solving the problems. The satisfaction level of salary/incentive variable based on the perception of nurses was 80% nurses tended to be less satisfied. This meant probably the earned salaries/incentives were not felt compliant with their risks and responsibilities, also their expectation. The nurses in the certain installation such as hemodialysis and ICU had an important responsibility and a higher risky than nurses in other installations.

The perception of nurses for work condition variable showed that as much as 64% nurses were likely to be not satisfied. It illustrated the condition of the facilities and infrastructures which were used to support the health service for patients had not been fully felt comfortable and conformed to their expectations.

The nurses are the direct medical practitioners and have the longest contact with the patients in the hospital, so that they really expect for the complete and comfortable facilities and infrastructures to do their daily activities. The condition of building as work place and the area dimension itself as well as the complete working tools become the supporters in the accuracy of services to the patients.

The perception about the work relationship condition was as much as 68% nurses statements tended to be satisfied. In the implementation of duty of serving the patients, it was felt that the communication and the cooperation among work partners performed quite well. The work supports among work partners was done well. In the variable of status, the perception was about 70% nurses stated that they were satisfied, this indicated that the position as a nurse quite made proud the respondent. The status as young nurses and hospital employees were in line with their desires, even though the majority of them were still in status of honorary staffs, not the government employees for the position.

Next, the description of variables that influenced the work environment of nurses, that were the dissatisfies factors, showed the perception of 58% nurses tended to be less satisfied. This occurred because the nurses felt unsatisfied to the environmental factors of their nursing job. The result of description of the nurses perceptions to the satisfies and dissatisfies factors were likely to be less satisfied, it meant overall the satisfaction of job and nursing job environment factors had a tendency to be less satisfied.

Based on the statements of respondents about the performance variable, it was obtained that as much as 96% nurses statements were excellent. It confirmed that this condition was in accordance with the hospital's target on the performance. The targets that were set up appropriate to the workplan were realized perfectly, and the nurses also participated on the success of the work program outlined by the hospital. If the job satisfaction could be increased by the hospital nurses, the better performance might be able to be reached maximally.

Correlation of Job Satisfaction and Nurse Performance Factors

The correlation test between the job satisfaction and the performance variables was done based on the Theory of Motivator-Hygiene by Herzberg and showed a positive correlation based on the value of Pearson correlation coefficient that showed a unidirectional relationship. In the relationship between the achievement and the performance variables, it was found the value of coefficient correlation was 0.159 and the p value was equal to (0,008) < alpha 0,05. This gave informations that there were a significant relationship between the achievement and the performance variables and the increase of achievement will affect the improvement of performance. The improvements on all forms of supports and appreciations to the employees efforts will involved in the performance improvement of nurses.

The same thing also happened in the relationships between the variables of responsibility, duty, policy, supervision, work condition, work relationship and status to the variables of performance, that there was a positive correlation which showed a unidirectional relationship and the p-value < alpha 0.05. It can be explained that the increase of variables of responsibility, duty, policy, supervision, work condition, work relationship and status will involved in the increase of performance. The improvements over the policy of placement system, the explanation of main duties and functions, work load, and also

the right socialization for the understanding of every hospital policy, will involved positively to the job and the nursing work performance. The increase on the proper control and supervision, the development on comfortable work facilities and the assessment of the next employement status, will develop the positive influence on the job satisfaction of nurses and finally will give an impact on the increase of nurses performances. As said by Robin (2008) the employee who has a high level of job involvement is very dedicated and really concerned about the field of work they do.

The correlation tests between the variables of promotion and performance, and between the salary and the performance resulted in the correlation coefficient values of 0.112 dan 0.043, respectively, which showed the positive correlations. The p-values obtained were 0.062 and 0.478, respectively, which were greater than alpha 0.05, showed that there were positive correlations (unidirectional relationship), but not significantly. The improvements over the rules of promotion granting and the salary/incentive establishment must be completely appropriate because until now the applicable rules have less influence on the performance improvement. Therefore, it is necessary to study more deeply on these promotion and payment systems. According to Robbin (2008) the job that is well balanced has the average of job satisfaction level that not as higher than the job less paid.

The result of correlation test on satisfies factors consisted of the variables of achievement, promotion, responsibility and duty, showed a positive correlation to the performance variable. The correlation coefficient value obtained was 0.171 and the p-value was (0.004) < alpha 0.05. This indicated that there was a significant relationship between the satisfies factors and the performance. The increase of job satisfaction will affect the improvement of nurse performance.

The coefficient value of the correlation between the dissatisfies factors, i.e. policy, supervision, salary/incentive, work condition, work relationship and status, with the performance variable was 0.224 and the p-value was (0.000) < alpha 0.05. This indicated that there was a significant relationship between the dissatisfies factors and the performance. The development of satisfaction of the nursing job environment factors by increasing the more proper understanding and socialization of hospital rules, implementing the more effective supervision, creating the appropriate payment in accordance with the work load and the expectation, generating the representative facilities and infrastructures, making a high cooperation and managing the certainty of employee status, will affect on the increase of performance. As stated by Robbin (2008) the organization that has more satisfied employees tends to be more effective than the organization with the employees who are less satisfied.

Relationship Between Job Satisfaction and Nurse Performance

The results on the relationships between the satisfies factors and the performance, the dissatisfies factors and the performance, and also the variables of job satisfaction and the performance are shown in the Table 6. The multiple regression analysis gave an F-value which showed that the job satisfaction variable in the model jointly affected the nurse performance.

Table 6 Result of F-test on factors of job satisfaction and performance

Relationship	F	p(value)	
Satisfies Factors – Performance		1320,62	0.000
Dissatisfies Factors – Performance		5002,2	0.000
Job Satisfaction – Performance		801,51	0.000

From the analysis of the F-test between the satisfies factors and the performance variable, it was found that the F-count value was equal to 1.320 > F-table (3.84) and the p-value was (0.000). These showed that the model was appropriate to be used in predicting the performance and also there was a significant relationship between the satisfies factors and the nurse performance. The analysis of the F-test result between the dissatisfies factors and the performance resulted in an F-count value of 5.002 > F-table (3.84) and the p-value of (0.000). These indicated that the model was proper to be used in predicting the performance and also there was a significant relationship between the dissatisfies factors and the nurse performance.

Furthermore, the F-test between the factors of job satisfaction and the performance showed a value of F-count equal to 801.51 > F-table (1.83) and the p- value (0.000). This indicated that the model in this study was good to predict the performance and also there was a significant relationship between the job satisfaction factors and the nurse performance.

Next, the result of the t-test showed the partial relationship between the variables of job satisfaction and the performance can be seen in Table 7.

Table 7 Result of t-test on variables of job satisfaction and performance

Variable	t	p (value)	Description
Achievement	0.47	0.637	Not significant
Promotion	-1.11	0.268	Not significant
Responsibility	1.80	0.072	Significant
Duty	6.14	0.000	Significant
Policy	10.47	0.000	Significant
Supervision	7.95	0.000	Significant
Salary	-24.94	0.000	Significant
Work condition	11.82	0.000	Significant
Work relationship	13.98	0.000	Significant
Status	-6.69	0.000	Significant

The t-count value in the achievement variable was equal to 0.47 and the t-table value with significance level of 5% alpha was 1.645. If the t-count (0.47) < t-table (1.645), partially there was no significant relationship between the nurse achievement and the nurse performance. Thus, the relationship between the job satisfaction and the performance from the achievement variable, simultaneously had a significant relationship to the performance, but partially there was no significant relationship to it. This can be a clue to the management that the assessment of organization achievement as one of the variables of job satisfaction can give an effect on the increase of people trust to the quality of all hospital services. The success of standardization of national accreditation was an achievement on service quality that succeed to be reached by hospital.

The assessment of nursing achievement showed that it partially had not added more satisfaction that could better enhance the nurse performance. The nurses felt that the assessment of achievement was not well understood and not appropriate particular to the ability of each individual nurse. The study of Syaiin (2008) informed that if the achievement measurement does not have a relationship with the duty, then the assessment can lead to the inaccurate result or the prejudice. And the work achievement will not have an influence to the performance if the achievement does not provide changes for the continuity of their life and career.

In the variable of promotion, the value of t-count was (1.11) < t-table (1.645), there was partially no significant relationship between the promotion and the nurse performance. The result of regression analysis above, simultaneously had a significant relationship to the nurse performance. It was explained that the organization promotion as a variable of job satisfaction had affected the development and the responsibility of the hospital.

The variable of promotion partially had not created the job satisfaction that can push the increase of performance. It was due the nurses felt that the promotions were not appropriate to their expectations and gave less changes to the development of nurse individual career. In Manullang (2006) the promotion is realized to those who produce high work achievements as a motivator to the employees to increase their work spirits. The high spirits on working can be triggered by giving the promotion objectively.

Besides the majority of nurses were the new personnels with the positions and the authorities that were new explored. These new personnels had not influenced the job satisfaction from the promotion variable and the new nurses were only received the complaints from the seniors about the giving of promotions were not suitable with their hopes. Promotion was a dedicated award or power with a higher position and a greater responsibility on the employee who considered to be good on working.

Analysis of t-test on the variables of responsibility found a t-count value of (1.80) > t-table (1.645) which meant there was partially a significant relationship between the nurse relationship and the nurse performance. Then, in the analysis of duty variable, the t-count value was (6.14) > t-table (1.645), and partially had a significant relationship between the nurse duty and the nurse performance. Next on the variable of policy, it was obtained the value of t-count equal to (10.47) > t-table (1.645), partially showed a significant relationship between the leader's policy and the nurse performance. In the t-test of the supervision variable, the value of t-count found was (7.95) > t-table (1.645), partially there was a significant relationship between the supervision and the nurse performance.

In this study, the variables of responsibility, policy and supervision simultaneously and partially had significant relationships to the nurse performance. This indicated that the professional duties of a nurse as a practitioner of the direct services and the one who had the longest contact to the patients had made the nurses fully aware about their roles and functions that they implemented must be in line with the applicable standard. So the patient servicing duty of the nursing department implemented in accordance with the safety patients. In Muslia (2013), Siagian believed that there are two important aspects that influence the job satisfaction derived from the duties, the first is the variation of duty, and the second is the control of work method and work steps.

The satisfaction in the nursing job will have an impact both on the public complaints related to the details of nursing responsibility and the entire services of the hospital. Each daily activity of nurses is associated with the satisfaction and the fulfillment of hospital customer demands that finally also linked to the job satisfaction of nurses.

The implementation of policies or rules that have been understood and well socialized is easier for nurses to put into practice. The nurses understand about the intents and objectives of the implementation of these work policies so that there will be no hesitation in implementing it and it could work well. This success affects the job satisfaction on all personnels that implementing it. The implementation of supervision which is an effort of coaching and guiding, and also an action that can help to solve the problems, should be more optimally effective, so that can help to overcome the difficulties and the confusion on nurses. With an effective two-way communication and mutual supports, the supervision activity will be run according to the field needs of nurses. At the end, the supervision becomes an activity that has an effect on the increase of the job satisfaction and the nurse performance. As stated by Robbin (2008) the leader plays a role on performing a coaching to his subordinates. The effective leader will greatly help the workers productivities for real according to the standard of work. The employees who have a leader that is caring and acting of sportsmanship can improve their job satisfaction.

The test result of salary variable showed a value of t-count equal to (24.94) > t-table (1.645). It was concluded that partially there was a significant relationship between the variable of salary/incentive and the nurse performance. The variable of salary/incentive simultaneously and partially had a significant relationship to the performance of nurse. This indicated that the salaries/incentives earned by the nurses as the patient servicing personnels were not as high as their expectations. The condition as a new honorary nurse was also became a rethinking to desire a high income as well as the main duties were at high risks. According to Siagian in Muslia (2013) the salary/incentives is a form of direct compensation in financial terms. Generally, the employees expect their performances to be correlated with the compensation received.

Besides, the imbalance incomes between the honorary personnels and the government employees in the same work load, evidently affected the job satisfaction among nurses. Until now, these influences still have good influences on the overall performances of the hospital. Upcoming, this situation should become a particular concern for the management, because the gaps in earnings caused by the conditions of status and income, later could lead to the opposite expectations resulting in the performance decrease if it's not properly and quickly examined. According to Mangkuprawira (2011) to determine the level of compensation that is exactly fair, most companies are more trusting it to the surveys on wages and salaries.

In the variable of work condition, the value of t-count was (11.82) > t-table (1.645), partially showed a significant relationship between the work condition of nurse and the performance of nurse. In the next result of t-test, the value of t-count on the variable of work relationship was 13.98 and the t-table was 1.645. If the t-count (13.98) > t-table (1.645), this partially indicated a significant relationship between the work relationship and the nurse performance. The analysis result proved that the variables of work condition and work relationship simultaneously and partially showed a significant relationship to the nurse performance. The conditions of the physical facilities of building, the layout of spaces, the work equipments, the work spaces, and also the air temperature were generally had not met the nurses' expectations. The development of work facilities and infrastructures until now is still in a stage of Hospital Master Plan. The direct servicing personnels remain encouraged by the management to keep on working according to the standards that become the rules. The work condition that is good enough to support each nursing activity in caring for the patients can encourages the creation of job satisfaction and affects the achievement level that is desired.

Meanwhile, the situation of work relationship among nurses, the trust among partners, the communication as well as the individuals competition are still become challenges and affect the success of daily duties implementation. The results of training related to the development and the creation of teamwork system are dedicated to the improvement of work relationship in order to be able to cover the shortages of between nurses, and finally to increase the individual job satisfaction, teamwork and performance of each nurse. On the contrary, the result study of Syaiin (2008) showed that the work condition and the work relationship do not have a significant effect to the performance because cumulatively the satisfactions felt by the workers toward the work condition and the work relationship from the aspects of physical rooms, equipments and other facilities as well as level of trust and individual relationship among nurses have already compliant with their needs.

The result of t-test in the variable of status showed a value of t-count equal to (6.69) > t-table (1.645) and it was concluded that there was partially a significant relationship between the nurse status and the nurse performance. In this study, it turned out that the variable of status simultaneously and partially had a significant relationship with the nurse perfor-

mance. The majority of nurses were new honorary staffs, with the same work load and the same performance fees as well as the government nurses. This good competition was opened to give hope to the honorary staffs that the assessment of their performances can open up the opportunities for them to become the government employees.

Test of Determination Coefficient (R)

The coefficient of determination was the value of R-square (independent variables more than 2 variables), and in this study, it was in amount of 0.967, which meant 96.7% of the performance variations were predicted by the variation of the variables of achievement, promotion, responsibility, duty, policy, supervision, salary/incentive, work condition, work relationship and status. While the rest 3.3% were determined by other variables that were not studied in this research.

Job Satisfaction Difference between Medical Service Installations

The testing of job satisfaction difference between the medical service installations based on the Anova test resulted in a p-value of (0.000), and it showed at least one installation was different significantly. The result of Anova test is shown in Table 8.

Table 8 Result of Anova test on job satisfaction between medical service installations

Installation	n	Job satisfaction Average of subset	
Hemodialysis	6	1.613	a
ICU	13	2.121	b
IBS	31	2.122	b
Maternal	52	2.286	b
IGD	16	2.292	b
Inpatient	138	2.417	b
Outpatient	20	2.453	b
P value		0.000	

The difference significantly appeared only on the installation of hemodialysis, although the duty and the responsibility of each installations actually were different on types and risks. In this Anova test, only the hemodialysis installation that showed the lowest job satisfaction and and different from other installations, although the result of performances of these seven medical service installations had already showed excellent performance outputs.

The hemodialysis installation is the unit of dialysis care which handling the activity with high risk specification, so that the accuracy, dexterity, and ability as well as patience are needed for the patients with the condition of having very high dependence of life on the dialysis machine. The appreciation for this highly risky job was felt had not met the expectations of nurses in this installation and it became one of the reasons that job satisfaction was not maximized, although the performance was getting better and reached the targets set. The nurses in this installation were selected and trained for specific education to be able to responsible for the implementation of activities on patients whose condition must be monitored constantly during the dialysis action.

Managerial Implication

The managerial implications from the study for the hospital management that is:

1. There is a forum that manage the complaints/problems of nurses so that solved quickly.
2. The completion of reward/appreciation system for nurses, through the specific assessment for the existing system.
3. The hospital policy about the equal opportunity between the honorary nurse and the government nurse, and the reward in accordance with the nurse's achievement.
4. The determination of promotion appropriate to the expectation and the hope of nurse
5. The activation of supervision function.
6. The increase of informal activities, outside of the nursing jobs.

CONCLUSSION AND SUGGESTION

Conclusion

The result of the study on the subject of the relationship between the job satisfaction and the nurse performance are as follows:

1. The satisfies factors generated the job satisfaction that related significantly with the nurse performance.
2. The dissatisfies factors produced the job satisfaction that related significantly with the nurse performance.
3. The factors of job satisfaction showed a significant relationship to the nurse performance. Partially, the variables of achievement and promotion had not a significant relationship with the performance.
4. There was a difference on job satisfaction between the medical service installations, that was the level of job satisfaction in the hemodialysis installation was lower than other medical service installations, even though the result of performances of all installations had already showed an excellent output.

Suggestions

In view of the development of the characteristics of nurse, the hospital should studied the job satisfaction more focused on the variables of achievement and promotion. There is a particular assessment on the policies of salary/incentive and status of honorary nurse. The functions of the supervision and the Nurses Committee need to be enhanced in order to develop an qualified and effective work system as desired by the nurses.

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