

Upaya Meningkatkan Kepuasan Karyawan Berdasarkan Matriks Cartesius di Provinsi Jawa Timur

The Efforts to Increase Employees' Job Satisfaction Based on Cartesius Matrix at East Java Province

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ABSTRAK

Latar Belakang: Diketahui bahwa terjadi penurunan persentase kepuasan karyawan pada tahun 2013-2014 yang mengacu pada aspek budaya seperti peluang karir, peluang promosi, komunikasi, kepemimpinan, aktivitas kerja, lingkungan kerja, dan kompensasi atau penghargaan sebesar 2,36%. Hal ini juga berlaku pada peningkatan kepuasan kerja yang terjadi di Provinsi Jawa Timur, dimana terdapat banyak pegawai atau pekerja di daerah tersebut.

Tujuan: Penelitian ini disusun dengan tujuan untuk membangun upaya peningkatan kepuasan kerja karyawan berdasarkan matriks kartesius pada salah satu rumah sakit di Jawa Timur yaitu Rumah Sakit Jiwa Menur di Surabaya Jawa Timur.

Metode: Metode yang digunakan dalam penelitian ini adalah deskriptif observasional dengan desain studi cross sectional. Hasil penelitian menunjukkan bahwa terdapat gap antara harapan dan persepsi terhadap atribut dan sub atribut kepuasan kerja.

Hasil: Di sisi lain, hasil penelitian menunjukkan bahwa sebagian besar pegawai rumah sakit jiwa tidak puas dengan atribut kepuasan kerja, terutama untuk kelompok usia 26-35 tahun, perempuan, pendidikan D3, masa kerja lebih dari 7 tahun, PNS, dan status.

Kesimpulan: Analisis n pada matriks kartesius melalui atribut komunikasi kepuasan kerja dengan sub atribut mengacu pada upaya prioritas perbaikan.

Kata kunci: Karyawan, Kepuasan kerja, Matriks cartesius

ABSTRACT

Background: It is known that there was a decrease in the percentage of employee satisfaction in 2013-2014 which refers to cultural aspects such as career opportunities, promotion opportunities, communication, leadership, work activities, work environment, and compensation or awards by 2.36%. This also applies to the increase in job satisfaction in East Java Province, where there are many employees or workers in the area.

Objectives; This study was structured with the aim of building an effort to increase employee job satisfaction based on the Cartesian matrix at one of the hospitals in East Java, namely Menur Mental Hospital in Surabaya, East Java.

Methods: The method used in this research is descriptive observational with a cross-sectional study design.

Results: The results showed that there was a gap between expectations and perceptions of the attributes and sub-attributes of job satisfaction. On the other hand, the results showed that most mental hospital employees were dissatisfied with job satisfaction attributes, especially for the 26-35 years age group, female, D3 education, working period of more than 7 years, civil servant, and status.

Conclusions: The analysis of n on the Cartesian matrix through the communication attributes of job satisfaction with sub-attributes refers to improvement priority efforts.

Keywords: Employee, Job satisfaction, Cartesius matrix

INTRODUCTION

The hospital is one form of public service that provides health care facilities. Even hospitals are vital equipment for the implementation of qualified and well-accommodated health resources (Tannady and Sitorus, 2017). Hospitals must be ready at all times with the facilities, infrastructure, personnel and funds needed to support these services. There are still many hospitals in Indonesia that are still constrained by various problems related to the transition to change in the era of globalization. The most important resource for an organization is human resources, namely people who have provided energy, talent, creativity and effort to the organization (Handoko, 2003). Seeing the importance of the role of employees in the organization, employees need to be given special attention in carrying out their duties, including job satisfaction so that organizational goals can be achieved (Eby, Rhodes and Allen, 2007).

According to Robbins, job satisfaction is defined as an attitude towards individual behavior that refers to their attitude towards what they do. This definition problem refers to the emotional behavior of a worker, namely whether they are happy, like, sad, or angry at the work they are doing which then contributes to the response to something they have completed. Job satisfaction has at least 5 dimensions, namely satisfaction with the work itself, satisfaction with superiors, satisfaction with coworkers, satisfaction with promotions, and satisfaction with compensation (Armstrong, 2006) (Armstrong, 2010).

Menur Mental Hospital (hereinafter abbreviated as RSJ Menur) is a hospital that focuses on mental health with its status as a Regional Public Service Agency (BLUD). This hospital is a special

class A hospital with a total of 260 TT beds. The social and physical environment in Menur Mental Hospital should have its own specialization which in turn has an influence on the job satisfaction of its employees (Eby, Rhodes and Allen, 2007).

The division of HR groups is regulated in accordance with the Regulation of the Minister of Health Number 56 of 2014 concerning Hospital Classification and Licensing Article 61. Then, as shown in table 1, there are survey results in 2013 and 2014 namely the achievement of the Employee Satisfaction Index (IKK) of Menur Hospital for the period 2013 to 2014 which tends to decrease (SHADDIQ *et al.*, 2021). This includes various aspects such as work culture, organization, career, communication, leadership, work activities, work environment and reward or compensation systems for all groups of medical personnel, groups of pharmaceutical workers, groups of nursing staff and other groups of health workers and non-health workers (Armstrong and Murlis, 2003).

In table 1 there is a percentage decrease in the value of employee satisfaction from 2013-2014. The decline occurred in the cultural aspect of 6.94%, career and promotion opportunities 6.88%, communication 3.37%, leadership 2.93%, work activities 4.60%, work environment 2.65%, and rewards 2,36%. On the one hand, there are 4 attributes with a value below 70%, namely career and promotion opportunities, communication, work environment, and awards. For this reason, it is known that there are problems in the Menur Hospital which lead to a decrease in the employee satisfaction index (IKK) of the Menur Hospital from 2013 to 2014 from 72.29% to 70.11% and the achievement of the IKK of Menur Hospital has not reached the target.

Table 1. Achievement of Employee Satisfaction Index (IKK) Based on Several Elements in IKK and Professional Groups at Menur Hospital in 2013-2014.

No	Elements of IKK	Target	Achievement of IKK (%)									
			2013					2014				
			Medical personnel	Nurses	Pharmacy Staff	Other Health Workers and Personnel Non Health	TOTAL	Medical personnel	Nurses	Pharmacy Staff	Other Health Workers and Personnel Non Health	TOTAL
1	Culture and Organization	85	74.41	74.25	74.90	75.84	74.85	71.22	70.74	71.51	72.57	71.51
2	Career Opportunities and Promotion	85	76.11	76.45	76.67	77.45	76.67	69.42	68.83	69.94	70.97	69.79
3	Communication	85	73.27	72.98	73.31	73.68	73.31	69.54	69.37	69.94	70.91	69.94
4	Leadership	85	73.49	72.78	73.92	73.69	73.47	70.73	70.06	70.54	70.83	70.54
5	Work Activities	85	75.34	75.09	75.62	77.03	75.82	71.12	70.71	71.30	71.83	71.22
6	Work environment	85	71.35	71.54	71.83	72.60	71.83	69.13	69.06	69.17	69.36	69.18
7	Compensation or Reward	85	68.02	68.21	68.33	68.76	68.33	65.24	65.58	65.97	67.09	65.97
	IKK RSJ Menur	85	71.56	72.43	72.15	73.02	72.29	69.84	69.11	70.11	71.38	70.11

Source: Report of the 2013-2014 Menur Hospital Employee Satisfaction Survey Team

METHOD

This type of research is descriptive observational research that is used to describe a situation, event, object, or everything related to variables, either numbers or words. On the one hand, observational research is used by researchers to provide treatment interventions to research subjects which are then carried out using survey techniques (Zainuddin and Halili, 2016).

This study uses a cross sectional research design, which aims to explain or examine the factors of the occurrence of a phenomenon. The population of this study were all employees of RSJ Menur in 2016 totaling 450 employees. The unit of analysis in this study was a group of medical personnel, a group of nursing personnel, a group of pharmaceutical workers and other groups of health workers and non-health workers. Research samples were taken from each group using purposive sampling technique. The criteria for the sample of employees are employees who have worked at Menur Hospital for 1 year or

more, employees who are still actively working, and employees with a minimum educational background of D3. The data collected in this study are primary data selected as respondents who represent groups of medical and other non-health workers.

RESULT AND DISCUSSION

The result showed gap between the expectation and perception of attributes and sub attributes of job satisfaction. The biggest gap in medical group were attributes of human resources empowerment and sub attributes of management proactive attitude to look for feedback from employees (Carlucci *et al.*, 2009; Dunn, 2017). The biggest gap in nursing groups were communication attribute and sub attitude of management proactive attitude to look for feedback employees (Blanchflower and Oswald, 1999, Burgess and Connell, 2006).

Table 2. Characteristics of Employees Less Satisfied with All Job Satisfaction Attributes.

Characteristics	Type	Commu- nication	Empower- ment	Work Environ- ment	Reward of Compen- sation System
Age Group	26-35	76.20	71.43	66.67	83.33
Gender	women	76.93	75	80.36	67.86
Level of Education	D3	78.73	76.70	70.21	57.45
Professional Group	Tenakes and Non-kes Group	58.70	73.91	60.87	54.35
Working Time	>7 Years	63.83	57.31	57.31	57.31
Employee Status	civil servant	71.43	76.19	79.37	74.60
Marital Status	Married	71.43	77.78	80.95	69.85
Work Unit Rotation	1x	66.67	77.78	75	66.67

CONCLUSION

Through the results of the study, it can be concluded that most of the employees at Menur Mental Hospital are known to be dissatisfied with all job satisfaction attributes. Thus the analysis of the n matrices leads to improvement priorities.

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