



## The Relationship Between Job Satisfaction and Performance of Inpatient Nurses at Malahayati Islamic Hospital Medan

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### Abstract

Nurse performance can significantly impact the quality of healthcare services in hospitals, meaning that low nurse performance can affect patient trust, satisfaction, and ultimately, the quality of life and well-being of the community. One factor influencing nurse performance in hospitals is job satisfaction. Job satisfaction reflects employees' feelings towards their jobs. Thus, this study aims to describe the relationship between job satisfaction and nurse performance. The research uses a cross-sectional study design with a sample size of 77 inpatient nurses at Malahayati Islamic Hospital in Medan, employing total sampling techniques. The research instruments include the Job Satisfaction Survey developed by Spector (1994) and the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2014). Data analysis was conducted using univariate and bivariate analysis with the chi-square test. The results showed that the majority of nurses' job satisfaction fell into the optimal category (71.4%) and the majority of nurse performance was categorized as good (63.6%). There is a significant relationship between job satisfaction and the performance of inpatient nurses at Malahayati Islamic Hospital in Medan, with a p-value of 0.000 (P value <0.05).

## Introduction

Healthcare services are efforts organized collectively within a healthcare organization to maintain and improve health, prevent and cure diseases, and restore the health of individuals, families, groups, or communities (Sanjaya & Sari, 2023). Healthcare services can be obtained both at community health centers (puskesmas) and hospitals. One of the primary forms of healthcare services is provided in hospitals. Hospitals are unique organizations with various professions within them, and nurses represent the largest group of professionals.

Malahayati Islamic Hospital in Medan is a private general hospital engaged in medical or public health services with the aim of assisting the government and serving the community in improving health standards. Malahayati Islamic Hospital Medan was established on April 4, 1974, located at Jalan Pangeran Diponegoro No. 2-4, Petisah Tengah, Medan Petisah District. The hospital has a total of 440 permanent employees, with the largest group of medical staff being nurses, comprising 91 nurses in total, including 77 inpatient nurses and 14 outpatient nurses.

Nurses play a crucial role as implementers in the success of quality hospital services, particularly in providing nursing care. In hospitals, nursing also holds a very strategic position as most healthcare workers are nurses who provide nursing care (Sanjaya & Sari, 2023).

Nursing services are delivered through nurse performance and must be based on high capabilities to support the execution of nursing care tasks. The success of nursing services is greatly influenced by the performance of the nurses themselves, demonstrating that the performance of implementing nurses plays an important role in the quality of services in a hospital (Andriani et al., 2020).

Hospital performance is closely related to the quality of healthcare services, including nursing care. One factor that affects the quality of healthcare services in hospitals is the performance of nurses in providing nursing care. Thus, low nurse performance will impact patient trust and satisfaction with the hospital. Performance indicators according to Koopmans and Beek (2014) consist of three indicators: 1) Task Performance, considered the most important aspect of individual performance, refers to employees' ability and talent to perform tasks as planned, on time, and optimally; 2) Contextual Performance, related to employees' performance seen in terms of goals to be achieved and professionalism at work; 3) Counterproductive Work Behavior, which is work behavior demonstrated by someone's productivity in completing tasks efficiently in terms of time and effort (Hidayati & Wijono, 2023).

Performance is the qualitative and quantitative work result achieved by performing assigned tasks and responsibilities (Mangkunegara, 2015). According to Nursalam (2016), performance is the work result achieved by an individual or a group within an organization, in line with their authority and responsibility to achieve organizational goals without violating laws and ethics. Nurses with good performance will provide optimal nursing care to patients, leading to patient and family satisfaction and improving hospital service quality (Syafitri et al., 2020).

Nurse performance is also influenced by motivation, work ethic, work environment, competence, and job satisfaction (Supriadi, 2017). Several studies indicate the importance of job satisfaction in the form of incentives and rewards in enhancing nurse performance. Rewards are a supporting factor in the success of nurse performance in hospitals. Providing rewards is one way to positively impact employee behavior, create job satisfaction, positively affect an organization's capability, achieve designed goals, and encourage more high-performing employees.

Job satisfaction reflects employees' feelings towards their jobs. Each individual has different levels of satisfaction depending on their value system. Job satisfaction is a pleasant or unpleasant emotional state where employees perceive their work. It is related to performance levels and occurs to the extent that job outcomes meet individuals' expectations. The more people receive expected outcomes, the more satisfied they are. Job satisfaction, as a positive attitude toward their job, leads to achieving individual performance (Syafitri et al., 2020). Job satisfaction encourages employees to display good behavior within the company, provide positive performance satisfying the company, and strive for high productivity levels for the company's benefit, facilitating the achievement of company goals.

According to Mangkunegara (2015), job satisfaction is a feeling that supports or does not support employees regarding their job and their condition (Fa'iq et al., 2022). Job satisfaction reflects people's feelings about their job. Indicators of job satisfaction according to Utami et al. (2023) are: 1) Satisfaction with the job; 2) Satisfaction with rewards; 3) Satisfaction with supervision; 4) Satisfaction with coworkers; 5) Promotion opportunities (Nurwahidin, 2021). Job satisfaction results from various attitudes such as supervision, salary and benefits, promotion, and job evaluation. Nurse job dissatisfaction will decrease work motivation and performance levels.

A study by Syafrizal et al. (2021) found a significant relationship between job satisfaction and nurse performance at Arosuka District General Hospital. This aligns with the study by Syafitri et al. (2020), which found that job satisfaction significantly relates to implementing nurse performance in providing nursing care at Reksodiwiry Hospital Padang.

The Value Theory concept strengthens the relationship between job satisfaction and performance, stating that job satisfaction occurs when job outcomes meet individuals' expectations. The more people receive expected outcomes, the more satisfied they are. Job satisfaction, as a positive attitude toward their job, leads to achieving individual performance (Syafitri et al., 2020). Additionally, the positive relationship between job satisfaction and performance is supported by Utami et al. (2023), who state that organizations with more satisfied employees tend to be more effective than those with less satisfied employees (Kusumadewi et al., 2023).

Based on initial observations at Malahayati Islamic Hospital Medan, interviews with three nurses revealed that two were not satisfied with their job satisfaction due to the current reward system still being proposed. The lack of appreciation, in this case, rewards, can affect job satisfaction and nurse performance. The Indonesian Minister of Health Regulation No. 38 of 2014 concerning Employee Rewards in the Ministry of Health states in Article 3 that employees who meet specified SKP criteria may be rewarded. The researcher aims to assess nurse performance using the Individual Work Performance Questionnaire (IWPQ). Based on the above description, the researcher is interested in studying "The Relationship between Job Satisfaction and Nurse Performance at Malahayati Islamic Hospital Medan."

## Methods

This study employs a cross-sectional study design with a quantitative research method. The population in this study consists of 91 nurses at Malahayati Islamic Hospital Medan, including 77 inpatient nurses and 14 outpatient nurses. The sample for this study includes all 77 inpatient nurses. This is because inpatient nurses tend to have a higher workload compared to outpatient nurses. The sampling technique used in this study is total sampling. The research utilizes the Job Satisfaction Survey developed by Spector (1994) and the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans (2014). Data collection techniques involve the use of questionnaires with a Likert scale measurement. Data analysis is conducted using univariate analysis with mean, median, frequency distribution, and percentage in each category, as well as bivariate analysis using the chi-square test.

## Result and Discussion

### Description of Respondent Characteristics

This study found a detailed analysis of the characteristics of inpatient nurses at Malahayati Islamic Hospital in Medan. This information provides the basis for understanding the composition of the workforce and its potential implications for job satisfaction and performance. The data collection was carried out through a direct questionnaire spread that resulted in responses from 77 participants, all of whom were inpatient nurses at the Malahayati Islamic Hospital in Medan.

Table 1. Description of Respondent Characteristics

No	Respondent Characteristics	F	%
1	<b>Age</b>		
	<25	16	20,8
	26-45	59	76,6
	>45	2	2,6
2	<b>Gender</b>		
	Male	9	11,7
	Female	68	88,3
3	<b>Last Education</b>		
	D3 Midwifery	8	10,4
	D3 Nursing	40	51,9

	Professional Ners	14	18,2
	S1 Midwifery	2	2,6
	S1 Nursing	13	16,9
4	<b>Years of Service</b>		
	<1	4	5,2
	1-5	35	45,5
	6-10	28	36,4
	>10	10	13
5	<b>Employment Status</b>		
	PNS	-	-
	Non PNS	77	100
6	<b>Salary</b>		
	<2,5 Juta	6	7,8
	>2,5 Juta	71	92,2
7	<b>Ward</b>		
	ICU	12	15,6
	R. Lt. II New	9	11,7
	R. Lt. III New	11	14,3
	R. Lt. IV New	9	11,7
	R. Nurul Jannah	15	19,5
	R. PH. Up	11	14,3
	R. PH. Down	10	13

Based on Table 1, it can be seen that the majority of inpatient nurses at Malahayati Islamic Hospital Medan are aged 26-45 years (76.6%), female (88.3%), have a D3 Nursing education (51.9%), have worked for 1-5 years (45.5%), are non-civil servants (100%), earn a salary of more than 2.5 million (92.2%), and work in the Nurul Jannah Ward (19.5%).

### Univariate Analysis

Table 2. Distribution and Frequency of Nurse Job Satisfaction (n=77)

Job Satisfaction	Frequency (f)	Percentage (%)
Minimal	22	28,6
Optimal	55	71,4
Total	77	100

Based on the data in Table 2, it is found that the majority of inpatient nurses at Malahayati Islamic Hospital Medan have optimal job satisfaction (71.4%), while 28.6% have minimal job satisfaction.

Table 3. Distribution and Frequency of Nurse Performance (n=77)

Performance	Frequency (f)	Percentage (%)
Poor	28	36,4
Good	49	63,6
Total	77	100

Based on the data in Table 3, it is found that 63.6% of inpatient nurses at Malahayati Islamic Hospital Medan have good performance, while 36.4% have poor performance.

## Bivariate Analysis

Table 4. Relationship between Job Satisfaction and Nurse Performance (Chi-Square Test)

Job Satisfaction	Performance				Total		PR (95% CI)	P. Value
	Poor		Good					
	F	%	F	%	N	%		
Minimal	21	95,5	1	4,5	22	100	7,500 (3,732-15,073)	0.000
Optimal	7	12,7	48	87,3	55	100		
Total	28	36,4	49	63,6	77	100		

Based on the data in Table 4, it shows that nurses with good performance tend to have optimal job satisfaction (87.3%) compared to nurses with minimal job satisfaction (4.5%). The statistical test results obtained a p-value of 0.000, indicating a significant relationship between job satisfaction and the performance of inpatient nurses at Malahayati Islamic Hospital Medan. The Prevalence Ratio (PR) calculation result is 7.500, which means that nurses with optimal job satisfaction are 7.500 times more likely to have good performance compared to nurses with minimal job satisfaction.

### Job Satisfaction of Inpatient Nurses at Malahayati Islamic Hospital Medan

The results of the study indicate that the majority of inpatient nurses at Malahayati Islamic Hospital Medan have optimal job satisfaction (71.4%), while 28.6% have minimal job satisfaction. According to the respondents, the inpatient nurses at Malahayati Islamic Hospital Medan mostly had optimal job satisfaction due to the adequate facilities and infrastructure that support their work, satisfactory salaries aligned with their workload and educational level, and a well-established work system. This finding is supported by a study conducted by Kusumadewi et al. (2023), which found a job satisfaction rate of 75.7% among nurses at RSUD Labuang Baji Makassar. This indicates high job satisfaction as the nurses feel their tasks align with their job descriptions, have opportunities to develop their skills, and receive salaries that reflect their workload and responsibilities. Satisfied employees tend to perform better in fulfilling their job responsibilities.

Salary and work environment are the factors that most influence the optimal job satisfaction of inpatient nurses at the Malahayati Islamic Hospital in Medan. Salary giving according to the agreement will give more satisfaction to nurses because they feel that their rights as employees have been fulfilled by the hospital. Appropriate salary giving can also provide additional motivation to provide the best care for patients. In this case, in-patient nurses at Malahayati Islamic Hospital Medan said they were satisfied with the salary given by the hospital because it was in accordance with their workload and education level.

The supportive work environment is also a factor that affects the job satisfaction of nurses because it has a great influence on their physical and mental well-being, work effectiveness, and social interaction. The good working environment at the Malahayati Islamic Hospital in Medan can be seen when nurses work together with colleagues, such as good relationships, and nurses are earnest in doing their work. Facilities and infrastructure that are also available in the working environment, this can support the work of nurses in performing their duties effectively, and allow for high quality care.

Job satisfaction refers to the extent to which someone enjoys performing their tasks. When someone is satisfied with their actions, it is likely to have an indirect impact on their career. This is because happy employees are more likely to put in substantial effort, leading to better performance and, ultimately, a longer career. Other factors, such as performance, directly or indirectly, affect career progression (Delvi, 2020).

However, this study's results contrast with a study by Barahama et al. (2019) at RSU GMIM Pancaran Kasih Manado, which found that 51.7% of nurses experienced job dissatisfaction. According to PPNI 2006, 50.9% of Indonesian nurses experience high workloads, leading to work stress and insufficient rest. Increased workloads can impact patient safety, cause burnout, work stress, and job dissatisfaction (Septiasri, 2017).

### **Performance of Inpatient Nurses at Malahayati Islamic Hospital Medan**

The study shows that the majority of inpatient nurses at Malahayati Islamic Hospital Medan perform well, with 49 nurses (63.6%) categorized as having good performance, while 28 nurses (36.4%) were categorized as having poor performance. This aligns with a study by Yuniraya et al. (2022), which found that 61.2% of nurses at Rumah Sakit dr. Minthohardjo Jakarta in 2021 performed well, and 38.8% performed poorly. Another study by Santari et al. (2022) on nurses at Rumah Sakit Pertamina Bintang Amin Bandar Lampung found that 54 nurses (65.9%) had poor performance.

Yosiana et al. (2020) found that if the average performance score of nurses is high, it indicates that the nurses at the health center have effectively managed their work stress. Hence, most inpatient nurses at Malahayati Islamic Hospital Medan have good work stress management, as reflected in their good performance.

Age is one of the factors affecting performance, the Central Bureau of Statistics stated that the population that has the potential to be capital in development is the productive age population aged 15 - 64. Education is also one of the factors influencing the performance of nurses. According to Hadinata et al. (2019) with higher education, a nurse's awareness and responsibility to her professional duties are getting better, resulting in better performance.

The study found that the average age of respondents falls within the productive age range of 25-45 years (76.6%), indicating that the inpatient nurses at Malahayati Islamic Hospital Medan have high productivity, as evidenced by their good performance. Additionally, most inpatient nurses have a high level of education, such as D3 Nursing, Bachelor of Nursing, and Professional Nurse, which contributes to better performance. This finding is consistent with a study by Fitriana et al. (2023), which found that individual characteristics such as age, work experience, and education level significantly relate to nurse performance.

Nurses who have good performance tend to provide quality patient care, reduce medical errors, and improve patient outcomes. This can certainly result in higher patient satisfaction which can later affect the overall performance of the hospital for the better, and can also improve the image and income of the hospital. Therefore, it is important for Islamic Hospital Malahayati Medan to support nurses in improving their performance because the performance of nurses will affect the quality of hospital services.

### **Relationship between Job Satisfaction and Performance of Inpatient Nurses at Malahayati Islamic Hospital Medan**

From the research and data analysis using the chi-square test, a p-value of 0.000 (P value < 0.05) was obtained, indicating a significant relationship between job satisfaction and the performance of inpatient nurses at Malahayati Islamic Hospital Medan. This result is supported by studies by Oktavianti (2020) and Riska et al. (2020), which also concluded that job satisfaction positively and significantly affects performance. Good performance implies increased efficiency, effectiveness, or higher quality in completing a set of tasks assigned to an employee within an organization or company (Egenius et al. (2020). Triwahyuni & Ekowati (2019) also stated that job satisfaction can enhance an employee's performance, with a positive correlation indicating that high job satisfaction leads to high performance and vice versa.

The study results show a meaningful relationship between job satisfaction and nurse performance. Respondents with minimal job satisfaction are 7.500 times more likely to have

poor performance compared to those with optimal job satisfaction. This finding is in line with a study by Budhiana et al. (2022), which stated that the job satisfaction of implementing nurses is significantly related to their performance in providing nursing care. However, the differences in this study lie in the number of respondents, research location, and type of bivariate test used.

According to Judge et al. (2020), job satisfaction is a predictor of performance because it has a moderate correlation with performance. Job satisfaction has a moderate positive impact on performance. People with higher job satisfaction levels tend to have higher task performance, higher citizenship behavior, and lower levels of counterproductive behavior (Kusumadewi et al., 2023).

Job satisfaction can be observed from an individual's feelings towards their work. This is reflected in the positive attitudes employees have towards their jobs and everything they encounter in their workplace. Employees with positive feelings and happiness towards their jobs are expected to work well to achieve the desired performance. Conversely, if employees are dissatisfied with their jobs, their work is unlikely to be completed satisfactorily. Theoretically, it is said that an important factor influencing performance is job satisfaction, as it reflects an individual's feelings towards their work. Each individual has different satisfaction levels based on their internal value system. The more aspects of the job that match the individual's interests or expectations, the higher their satisfaction level, and vice versa (Kusumadewi et al., 2023).

The study results indicate that optimal job satisfaction leads to good performance among nurses, whereas minimal job satisfaction results in poor performance. Based on the study's findings and the theories and previous research mentioned above regarding the relationship between job satisfaction and the performance of inpatient nurses at Malahayati Islamic Hospital Medan, it can be concluded that job satisfaction has a positive and significant effect on nurse performance. Therefore, considerable attention is needed to enhance job satisfaction, which contributes to superior service performance.

It is also noted that the inpatient nurses at Malahayati Islamic Hospital Medan remain satisfied with their jobs and perform well even without a reward system. This finding is consistent with Yuanita (2015), which found no significant relationship between opinions on rewards and job satisfaction. Royani et al. (2012) also showed no relationship between the reward system and nurse performance. Rewards can influence job satisfaction and performance, as they motivate nurses to work harder and maximize their performance in providing nursing care. However, in this context, rewards do not affect the job satisfaction and performance of inpatient nurses at Malahayati Islamic Hospital Medan, as the reward system has not yet effectively addressed aspects of professionalism and capability in nursing work.

## Conclusion

Based on the research results, it can be concluded that the majority of inpatient nurses at Malahayati Islamic Hospital Medan have optimal job satisfaction (71.4%), and most nurses also have good performance (63.6%). Furthermore, this study found a significant relationship between job satisfaction and nurse performance, with a p-value of 0.000 (P value < 0.05). It is hoped that Malahayati Islamic Hospital Medan will further enhance nurse job satisfaction, one way being by implementing a reward system for nurses. Additionally, improving nurse performance through nursing training is essential for achieving excellent and optimal service.

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