

FACTORS ASSOCIATED WITH EMPLOYEES' WORK SATISFACTION AT DHIA CIPUTAT MOTHER AND CHILD HOSPITAL IN 2018

Triani Kholilatun Roms, Mustakim

Bachelor of Public Health Study Program, Faculty of Public Health

Jakarta Muhammadiyah University, Jakarta, Indonesia

Correspondence Address: Triani Kholilatun Romli

Email: trianiromsi@gmail.com

ABSTRACT

An organization should consider employee's job satisfaction at work to minimize the high number of turnover and absenteeism of employees and increase employee's productivity and loyalty. This study was an analytical study with a quantitative approach and cross-sectional design. The data was collected through a questionnaire. The population in this study was all employees who worked at X Mother and Child Hospital in Ciputat. Fifty respondents participated in this study. The data analysis was performed through univariate and bivariate. This study showed that there was 36.0% employees who felt dissatisfied with their work. Four variables had a significant relationship with employee's job satisfaction including salary, organizational policy, job security, and working conditions. Therefore, the hospital should conduct surveys on employee's performance periodically and continuously in evaluating their performance.

Keywords: job satisfaction, employees, hospital.

ABSTRAK

Sebuah organisasi harus mempertimbangkan kepuasan kerja pegawai dengan pekerjaannya untuk meminimalisir tingginya angka turnover dan ketidakhadiran pegawai serta untuk meningkatkan produktivitas dan loyalitas pegawai. Penelitian ini merupakan penelitian analitik dengan pendekatan kuantitatif dan dengan desain penelitian potong lintang. Data dikumpulkan dengan kuesioner. Populasi dalam penelitian ini adalah seluruh pegawai yang bekerja di Rumah Sakit Ibu dan Anak X. Sebanyak 50 responden berpartisipasi dalam penelitian ini. Analisis data dilakukan dengan menggunakan analisis univariat dan bivariat. Penelitian ini menunjukkan bahwa pegawai yang merasa tidak puas sebesar 36,0%. Terdapat 4 variabel yang memiliki hubungan secara bermakna dengan kepuasan kerja pegawai meliputi gaji, kebijakan organisasi, jaminan pekerjaan, dan kondisi kerja. Oleh karena itu, pihak rumah sakit disarankan melakukan survei kinerja pegawai secara berkala dan berkesinambungan untuk mengevaluasi kinerja pegawai.

Kata kunci: kepuasan kerja, pegawai, rumah sakit.

INTRODUCTION

Job satisfaction is a pleasurable or unpleasant emotional state from which employees view their work (Handoko, 2014). According to (Siagian, 2015) work dissatisfaction involves unsatisfactory working conditions, low-perceived income, mismatched relationships between employers and co-workers, administrative policies, organizational policies, and other factors.

Employee's dissatisfaction will impact on the decline of work motivation, employee's loyalty, the high levels of

turnover, the possibility of officers, negative actions that could harm the organization. When employee's satisfaction declines, the tendency to leave or get out of work increases. This would certainly affect the high number of turnover (Handoko, 2014).

Research in Makassar showed that job satisfaction rate was 60.8%, while 39.2% expressed dissatisfaction (Argapati, Noor and Sidin, 2014). (Syaiin, 2008) in Medan showed that 38.2% of the respondents were less satisfied, 32.4% were quite satisfied, and 29.4% felt satisfied.

A preliminary study was conducted

through observation and interviews with the Human Resources section of the X Mother and Child Hospital in January-March 2018. Some problems were found, such as the high number of turnover, complaints from some medical personnel for the double shift, unexperienced health personnel who just graduated from their bachelors, complaints about salary that does not comply with the work load, uncomfortable work environment, and rare supervision. Moreover, there was no reward system for the employees.

Hence, this study aimed to determine factors associated with job satisfaction at X Mother and Child Hospital in 2018. This study looked upon job satisfaction of permanent personnel since they became the main players to achieve the organization's goals.

METHODS

This study used a quantitative method with a cross-sectional design and collected data by filling a modified questionnaire. The respondents were all employees working at X Mother and Child Hospital as many as 50 people. The data analysis used univariate and bivariate analyses.

In this study, job satisfaction as the dependent variable was measured from individual factors and organizational factors as the independent variables. The individual factors included age, gender, education, and work period. This study has obtained an ethic approval from the Ethics Commission Faculty of Medicine and Health Muhammadiyah Jakarta University No: 119/PE/KE/FKK/UMJ/VI/2018.

RESULT

Job satisfaction is an emotional attitude showing enjoyment and keenness for work. It is reflected from moral of work, discipline, and performance (Hasibuan, 2016). Job satisfaction is not a singular concept, but one can be relatively satisfied

with one aspect of the work and dissatisfied with one or more aspects of the other work.

Table 1. The distribution of respondents based on the research

Variables	Categories	n	%
Job Satisfaction	Unsatisfied	32	64
	Satisfied	18	36
Age	< 31 years	28	56
	≥ 31 year	22	44
Gender	Male	7	14
	Female	43	86
Education	Low	26	52
	High	24	48
Work Period	< 3 years	25	50
	≥ 3 years	25	50
Salary	Inappropriate	25	50
		25	50
Recognition	Appropriate	18	36
		32	64
Organizational Policy	Never	21	42
		29	58
Interpersonal Relationships	Ever	14	28
		36	72
Responsibility	Inappropriate	14	28
		36	72
Job Achievement	Appropriate	2	4
		48	96
Job Type	No support	7	14
		43	86
Job Guarantee	Support	18	36
		32	64
Supervision	Light	15	30
		35	70
Working Conditions	Great	10	20
		40	80

In this study, the results of the univariate test showed that in general, there was 36% employees who felt satisfied, while 64% were dissatisfied. They, in turn, became disloyal to the hospital, resulting in high turnover that will cause the high work load.

Table 2. The distribution of independent variables towards job satisfaction

Variable	Category	Job Satisfaction				P-value
		No		Yes		
		n	%	n	%	
Age	< 31 years	20	71.4	8	28.	0.879
	≥ 31 year				6	
Gender	Male	12	54.5	10	45.	0.234
	Female				5	
Education	Low	3	42.9	4	57.	0.234
	High				1	
Employment Period	< 3 years	29	67.4	14	32.	0.501
	≥ 3 years				6	
Salary	Inappropriate	15	57.7	11	42.	0.501
Recognition	Appropriate	17	70.8	7	29.	
Organizational policy	Never	15	60.0	10	40.	0.768
	Ever	17	68.0	8	32.	
Interpersonal relationships					0	
Responsibility	Inappropriate	21	84.0	4	16.	0.008
Job Achievement	Appropriate	11	44.0	14	56.	
Job Type	No support	15	83.3	3	16.	0.067
Job Guarantee	Support	17	53.1	15	46.	
Supervision	Light	18	85.7	3	14.	0.015
	Great	14	48,3	15	51.	
Age	< 31 years	11	78.6	3	21.	0.312
Gender	≥ 31 year				4	
Education	Male	21	58.3	15	41.	0.312
	Female				7	
Employment Period	Low	11	78.6	3	21.	0.312
	High				4	
Salary	< 3 years	21	58.3	15	41.	0.530
	≥ 3 years				7	
Recognition	Inappropriate	2	100	0	0	0.530
Organizational policy	Appropriate	30	62.5	18	37.	
Interpersonal relationships	Never	6	85.7	1	14.	0.398
	Ever	26	60.5	17	39.	
Responsibility					5	
Job Achievement	Inappropriate	16	88.9	2	11.	0.015
Job Type	Appropriate	16	50.0	16	50.	
Job Guarantee	No support	13	86.7	2	13.	0.062
Supervision	Support	19	54.3	16	45.	
Supervision	Light	10	100	0	0	0.009
	Great	22	55.0	18	45.	
					0	

The high work load could decline

employees' motivation to work well, thereby causing inoptimal services. Of the eight variables that had a meaningful relationship with job satisfaction, job guarantee was the most influential. This could be proven from the high Odds Ratio (OR) on the control variable at 8.000. It means this variable had 8.000 times probabilities for dissatisfaction.

DISCUSSION

Age

(Siagian, 2015) explained that the older age would trigger the higher satisfaction, but the younger age made employees to have more desires to move to another job.

The results showed that the respondents who had less than 31 years of age felt more dissatisfied compared to those who had more than or equal to 31 years of age. Twenty people were aged less than 31 years old and expressed dissatisfaction with work.

Given these findings, (Hasibuan, 2016) supported the fact that older employees settled in their work compared to younger ones due to a better decline in expectations and adjustments to the workplace situation. Conversely, young employees could be less satisfied because they had high expectations, less adjustments, and other causes. The chi-square test obtained the probability value (P-value) of 0.879, meaning that in alpha 5% there was no meaningful relationship between the age variable and job satisfaction.

This study showed the same results as the research conducted by (Sulistyarini, 2013). (Tahsinia, 2013) further confirmed there was no meaningful relationship between age and nurses' satisfaction at Rumah Sehat Hospital.

However, (Sulistyarini, 2013) proved different findings in which there was a significant difference in the proportion of employee's job satisfaction based on age. Another study conducted by (As'ad, 2012) also found a positive

correlation between age and employee's satisfaction. Such different findings might be found due to various factors affecting satisfaction, such as longer work period and lots of experience among older employees.

Sex

According to Gibson (1997) gender is one of the individual characteristics that affect job satisfaction. In regards to gender, this study pointed out there was generally no difference between men and women. Some research suggested that job satisfaction perceived by women was lower than by men. It was likely for women to be more dissatisfied perhaps because they put too much hope on how the organization fills their needs.

The results showed that the percentage of female employees who expressed dissatisfaction was at 67.4%, and that of dissatisfied male employees was at 42.9%. The chi-square test indicated no significant difference between gender and job satisfaction (P-value = 0.234).

In line with this finding, (Sulistyarini, 2013) showed there was no difference in the proportion of job satisfaction between female and male respondents at the Jakarta Hajj Hospital. Another study conducted by (As'ad, 2012) found no difference between job satisfaction between male and female employees. It was supported by (Robbins, 2017) which also stated that there was an insufficient evidence to show whether sex affected job satisfaction.

However, (As'ad, 2012) found a difference in satisfaction between men and women. Their study showed women were more satisfied with their work, and thus the number of turnover was lower than men.

The differences may be due to the number of respondents in which the number of female respondents was more than the number of male respondents. As a result, the data obtained in the study did not vary and resulted in the undefined relationship between gender and satisfaction.

Education

Education is one of the demographic characteristics to be considered in that the level of education may influence future job position within an institution.

The statistical test results found the percentage of respondents who had higher education and were dissatisfied with their work was at 70.8%. Those with low education and dissatisfaction were as much as 57.7%. The chi-square test obtained a P-value of 0.501, meaning that there was no relationship between education and job satisfaction.

A study at the Jakarta Hajj Hospital showed similar results in which there was no meaningful relationship between education and job satisfaction (Sulistyarini, 2013). (Tahsinia, 2013) also found no relationship between education and employee's satisfaction. Supporting these results, (As'ad, 2012) discovered there was no positive relationship between the level of education and job satisfaction.

However, (Sulistyarini, 2013) showed some deviations. They found educational variables affected employee's satisfaction. (Sulistyarini, 2013) conveyed a significant relationship between education and job satisfaction at the Rebo Market District Public Hospital.

The results implicitly said the employees with higher education had a high degree of dissatisfaction. (As'ad, 2012) stated individuals with a higher level of education were more satisfied.

However, this present study found out the employees with higher education had a high degree of dissatisfaction. Presumably, the high level of education should be balanced with the income and suitability of work load.

Job Period

The employees who have longer work period will have a higher degree of satisfaction, and vice versa. According to (Robbins, 2017), a person who has worked

for a long time could be self-adjusted to the work environment. That the statistical test explicated the respondents who worked ≥ 3 years and expressed dissatisfaction were as many as 17 people (68.0%). The P-value obtained was at 0.768, meaning there was no meaningful relationship between work period and job satisfaction.

In accordance with this, (Adline, 2010) found no relationship between work period and employee's satisfaction. Another study conducted by (Sulistyarini, 2013) also concluded there was no relationship between work period and the level of permanent employee's satisfaction at the Jakarta Hajj Hospital.

However, (Widodo, 2003) proved that the variable of employment affected employee's job satisfaction. Other researchers, such as (Sulistyarini, 2013) showed that employment and job satisfaction were positively interconnected.

Salary

Salary is the reasonable amount of money received by employees (Gibson, 2011). Salary is the most important for whether it meets the needs of employees and their families. of the amount of salary given by the company could force them to work properly.

In this study, 84.0% respondents considered their salary low and were 6.682 times likely to be dissatisfied. The amount of the salary was not as what they expected.

The chi-square test found a P-value of 0.008, meaning in alpha 5% there was a meaningful relationship between salary and satisfaction. (Sulistyarini, 2013) research supported this finding. Furthermore, (Tahsinia, 2013) suggested that there was a meaningful relationship between salary and nurses' job satisfaction at Integrated Healthy-Home Hospital of Parung, Bogor.

While, this finding contradicted to the research of (Wolo and Trisnawati, 2008) stating that salary had no significant effect on nurses' job satisfaction at Dr. S. Hardjolukito Naval Hospital, Yogyakarta.

Maslow in (Hasibuan, 2016),

argued that salary always remained wary of unfair perception. There will be some negative impacts on the organization, such as the high level of angling, accidents, strikes, or even the transfer of employees to other companies/organizations. In addition, Herzberg in (Hasibuan, 2016) also stated that injustices could occur in various ways, such as considering unfair salary in which an employee with the same qualification received more salary or the same salary. Injustice in salary caused dissatisfaction among the employees.

Recognition

Recognition is defined as the need to be recognized for what has been accomplished (Utomo, 2008) the source of recognition come from superiors, management, clients, groups, colleagues professional or public. (As'ad, 2012) states that recognition can lead to a job satisfaction, especially among low-class officers.

The results of this study showed that 15 46.9% respondents recognized for their performance were satisfied with their job with P-value of 0.067. This means that in alpha 5% there was no meaningful relationship between recognition and job satisfaction.

In the contrary, (Sulistyarini, 2013) research indicated that the recognition variable had a meaningful relationship with job satisfaction of permanent personnel at the Jakarta Hajj Hospital. (Hariyati, 2001), argued that received acknowledgment linked to nurses' job satisfaction in the inpatient unit and outpatient unit of Agung Jakarta Hospital.

According to (Hasibuan, 2016), recognition provides appropriate and reasonable appreciation to employees for the work achievement. Maslow's theory on the level of need for appreciation mentions that every individual has a desire to be appreciated. The higher the position, the higher the need for appreciation. When the achievement is better, individuals will need more desired appreciation. Such

psychological satisfaction will lead to improve job satisfaction. Similarly, (As'ad, 2012) mentioned the higher level of appreciation will further enhance job satisfaction.

Organizational policy

According to (Utomo, 2008) defined organizational policy is one of the factors that can affect job satisfaction. The organizational policy significantly ensures the achievement of the organization.

This study discovered 85.7% respondents argued that the perceived organizational policy was contradictory to their expectations with 6.429 times probabilities to be dissatisfied. Based on the chi-square test, the P-value was at 0.015, indicating that there was a meaningful relationship between organizational policy and job satisfaction.

The results of this study were corresponded to (Baron, 2008) stating that organizational policy positively affected job satisfaction. The research of (Yulita, 2012) found a difference in the effect between organizational policy and specialists' job satisfaction at OMNI AlamSutra Hospital. In addition, (Sulistyarini, 2013) also discovered a meaningful relationship between organizational policy and job satisfaction of regular employees at the Jakarta Hajj Hospital.

Interpersonal relationships

Well-built interpersonal relationship will create a harmonious, intimate, and family relationship among colleagues, which in turn fosters job satisfaction. (Robbins, 2017) stated most employees looked for work that supports social interactions.

The percentage of respondents who perceived interpersonal relationship between co-worker and mutual support was at 41.7%. From the chi-square test, the P-value was 0.312, performing no relationship between interpersonal

relationship and job satisfaction. The results were in line with (Tahsinia, 2013) showing a positive and significant relationship between job satisfaction and interpersonal relationships. Additionally, (Sulistyarini, 2013) found a meaningful relationship between interpersonal relationships and job satisfaction at the Jakarta Hajj hospital.

The interpersonal relationships between subordinates, superiors and co-workers are a key factor in determining job satisfaction (Munandar, 2014) To enhance job satisfaction, the hospital management needs to further improve the communication among employees.

Responsibility

If an organization gives employees responsibility, it will increase their job satisfaction. Responsibility can be in forms of tasks and trusts. The respondents with a greater responsibility felt more satisfied (41.7%) compared to those given a little responsibility (21.4%). BThis study found no meaningful relationship between responsibility and job satisfaction (P-value = 0.312).

In line with this finding,(Sulistyarini, 2013) found no meaningful relationship between responsibility and job satisfaction at the Jakarta Hajj Hospital. Furthermore, (Pancaputra, 2001) also discovered no relationship between responsibility and nurses' job satisfaction in the inpatient unit of FK UKI General Hospital.

Nonetheless, (Wiranegari, 2010) suggested responsibility was meaningfully related to job satisfaction.

Job Achievement

The career advancement in an organization depends individuals' work achievement. Previous achievement that they ever obtained can encourage them to perform the next task better. The results showed that of 48 people, 18 respondents with good performance were satisfied with

their job (37.5%). This study indicated that there was no meaningful relationship between work achievement and job satisfaction (P-value = 0.530).

In the same way, (Sulistyarini, 2013) found work achievement did not significantly affect job satisfaction at the Jakarta Hajj Hospital. On the other hand, (As'ad, 2012) pointed out achievement affected employee's job satisfaction. Supporting this statement, Davis and Newstrom (1995) mentioned job achievement contributed to the high level of employee's job satisfaction.

This study found the high percentage of dissatisfied respondents with good job achievements because the hospital did not provide rewards for them. Such rewards perhaps can motivate them to be more satisfied with their job.

Job Type

Employees in an organization will be satisfied when they are given compatible tasks with their interests, talents, knowledge, and skills. Therefore, the organization have to place the employees in the right place and roles. (Utomo, 2008)

There were 85.7% respondents whose job did not match to their interests. The P-value obtained was at 0.398, meaning there was no relationship between types of work and job satisfaction. In the same way, (Handyaningrum, Astuti and Prasetya, 2016). found a type of work did not influence job satisfaction at the Malang Water Utilities. However, (Sulistyarini, 2013) found the relationship between a type of work and job satisfaction at Jakarta Hajj Hospital. This was maybe due to the different types of work and workload that the employees received.

Job Guarantee

According to (As'ad, 2012) a job insurance provided by the organization provides a sense of comfort to attract employees' attention. This study revealed the majority perceived the job insurance

given was not like what they expect (88.9%) with 8.000 times probabilities to feel dissatisfied. The chi-square test showed a P-value of 0.015, which indicated a relationship between job insurance and job satisfaction. Similarly, (Sulistyarini, 2013) also discovered a job insurance was associated significantly with job satisfaction.

(As'ad, 2012) mentioned the job insurance, such as putting an attention to the employee's welfare can lead to a sense of satisfaction in an institution (Wibowo, 2017).

Supervision

Supervision is a leadership activity that directs, improves, boosts, monitors, and assess employee's work periodically (Utomo, 2008)

Due to unwell supervision, the majority of the respondents were dissatisfied (86.7%). The P-value of 0.062 in this variable indicated no relationship between supervision and job satisfaction. This was not similar to the research finding of (Sulistyarini, 2013).

(As'ad, 2012) stated poor surveillance can result in job dissatisfaction. Good supervision gives an attention and good interpersonal relationships between the superiors and the subordinates which later can improve their work productivity.

Working conditions

Working conditions that are safe, convenient, calm and supported by adequate facilities and infrastructures will certainly create a homey working condition for employees. In such conditions, employees will feel safe and productive at work (Utomo, 2008)

All the employees claimed that the working condition at the hospital was not supportive, and thus they were 1.818 times likely to be dissatisfied. With the P-value of 0.009, it means there was a relationship between working conditions and job

satisfaction. (Yulita, 2012) and (Sulistiyarini, 2013), Showed similar results. However, the results of this study did not conform to (Syaiin, 2008) which found no significant relationship between working conditions and employee's job satisfaction.

CONCLUSION

The minority of the respondents felt dissatisfied with their work at X Mother and Child Hospital in Ciputat (36.0%). Most of them were satisfied with their job (64.0%). The respondents were dominantly < 31 years old, female and less educated. They mostly have worked for \geq 3years. With regards to organizational factors, the majority were dissatisfied with salary given (84.0%), some of them had good recognition from the hospital (46.9%) and felt satisfied. However, most of them perceived the organizational policies were not appropriate, and thus they were dissatisfied with it (85.7%). Besides, the interpersonal relationships among colleagues had been supportive, resulting in satisfaction among them (32.0%). The percentage of those with a big responsibility and satisfaction was 41.7%, and only few with good achievements felt satisfied (37.5%). Types of work has been content to be satisfied at 39.5%. The majority felt dissatisfied because they were not enough insured (88.9%). Only 45.7% of them were satisfied for the supervision, and all the respondents expressed dissatisfaction for the inconvenient condition which was not. The variables related to job satisfaction included salaries, organizational policies, occupational insurance, and working condition.

The hospital has to change some policies, such as increasing salary based on the standards of the local government, promoting new policies to the employees, providing a job assurance system such as for retirement and better health insurance, facilitating more medical equipment, such as a ventilator, canteen for employees and patients, and praying room and parking

area.

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